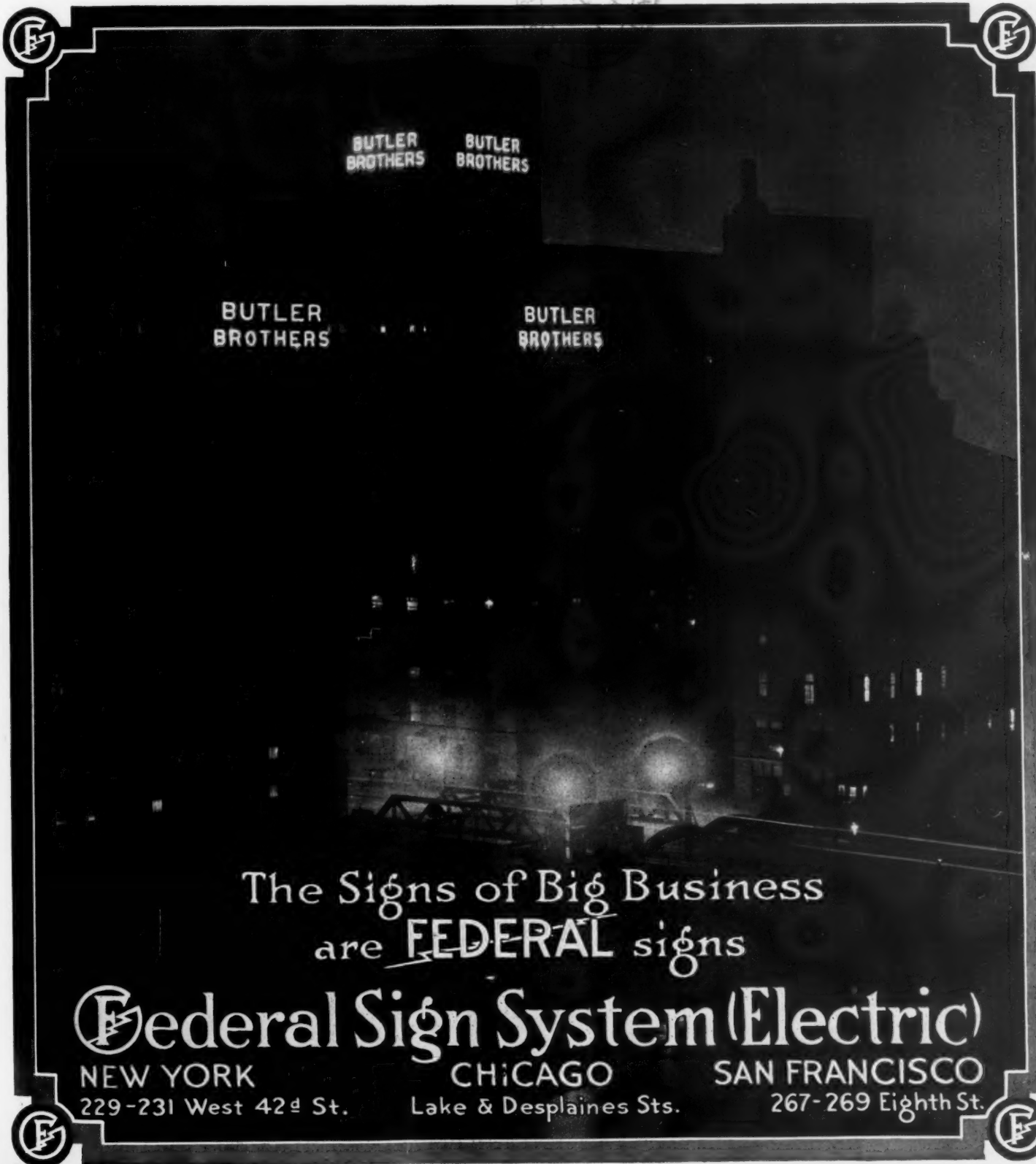


AUGUST, 1914

ELECTRICAL MERCHANDISE AND SELLING ELECTRICITY

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New York Office, 17 Madison Avenue



BUTLER BROTHERS BUTLER BROTHERS

BUTLER BROTHERS BUTLER BROTHERS

The Signs of Big Business
are **FEDERAL** signs

Federal Sign System (Electric)

NEW YORK	CHICAGO	SAN FRANCISCO
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In design, finish and genuine utility, it meets the popular desire

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Utility has always been the governing feature in the design and manufacture of Westinghouse Electric Ware.

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It is this lasting serviceability which so strongly recommends Westinghouse Electric Ware and makes it easy to sell.

The Westinghouse Electric Breakfast Set, PERCOLATOR AND TOASTER STOVE

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Write today for full particulars.

Westinghouse Electric & Manufacturing Co.

Sales Offices in 45 American Cities

East Pittsburgh, Pa.



ELECTRICAL MERCHANDISE —SELLING ELECTRICITY—

VOLUME XIII AUGUST, 1914 NUMBER 8

FEATURES OF THIS ISSUE



THE CARE OF THE CONSUMER . . . 199

By W. H. Hodge

Mr. Hodge asks if this Intimate Service is not sometimes Overdone, and Gives his Reasons for Feeling So.

1,162 FLATIRONS AND 1,116 RESIDENCES CONNECTED . . . 200

By J. J. Jordan

The Details of a Flatiron Campaign in Fulton, N. Y., that has Made a Record

WHY DID THIS MAN MAKE GOOD? . . . 201

By W. E. Bayard

The Third of a Series of Intimate Stories of Central Station Commercial Men and Their Methods.

MAKING THE BOOKLET WORK . . . 202

By A. L. Scott

The Story of an Interesting Feature in a Recent Housewiring Campaign in Lebanon, Pa.

AN ELECTRIC SHOP IN SALT LAKE CITY . . . 203

By B. W. Mendenhall

Telling why the Utah Light and Railway Company has Abandoned Its Former Policy of not Selling Appliances, in the Interest of the Local Dealer.

PRIZE OFFER . . . 204

SUGGESTIONS FOR YOUR FALL CAMPAIGNS . . . 205

More of the Best Campaign Selling Plans that have been Used by Central Station Sales Departments. "How to Organize Cooperative Lighting in your Town," and 15 other campaign plans.

EDITORIAL PAGE . . . 215

THE LIGHTING OF INTERURBAN HIGHWAYS . . . 216

An Abstract of the N. E. L. A. Report

PLANS FOR THE EDUCATION OF SALESMEN . . . 218

An Abstract of the N. E. L. A. Report

AND OTHER ARTICLES, DOLLAR IDEAS AND NEWS.

PUBLISHED MONTHLY BY THE RAE COMPANY

FRANK B. RAE, JR., President and Treasurer

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In Your House-wiring Campaign Use This Booklet--

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10,000 booklets 2 cents per copy
5,000 booklets 2½ cents per copy
1,000 booklets 2½ cents per copy
500 booklets 3 cents per copy
250 booklets 3½ cents per copy
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THE RAE COMPANY

PUBLISHERS

17 Madison Avenue

New York City

The Greatest Factor In Selling Electric Signs is

Individuality

That is what the merchant spends his money for.

REMEMBER—It is Greenwood who holds the reputation for *Individuality* in Electric Sign design and construction.

Take advantage of it in your fall campaign.

Individuality

GREENWOOD ADVERTISING COMPANY
GREENWOOD ADVERTISING COMPANY (Western)
KNOXVILLE, TENNESSEE LOS ANGELES

AUG 14 1914

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ELECTRICAL MERCHANDISE AND SELLING ELECTRICITY

Edited by FRANK B. RAE, Jr.

EARL E. WHITEHORNE, Managing Editor

The Care of the Consumer

Is It Overdone?—and How Far Should
It Be Carried?

By W. H. HODGE

Publicity Manager H. M. Byllesby & Company, Chicago, Ills.

[This article of Mr. Hodge's is the outgrowth of a correspondence with the Editor of *Electrical Merchandise*, on the general subject of the intimate care of the consumer, and whether or not the influence can be exerted harmfully as well as helpfully. You will see what Mr. Hodge thinks about it; and his views, as expressed, are the product of a long and varied experience with conditions in many cities, in many states.

The whole thing gets down to a matter of poise and clear-headed control; it demands that same well-balanced mental attitude that in private life concedes that the best way to keep a good friend good, is to act like a good friend, and be neither selfish nor annoying at any time. It respects the rights and habits of the other fellow and at the same time, demands that our own rights and habits be not tampered with nor ridiculed. It insists on the divine right of every man to be left alone.

And the train of thought that this article suggests, is the wonder, if, after all, the familiar details of "good service" that have become near standardised in late years, are all intelligent. Perhaps your efforts toward the care of your consumers, are not all as well applied as they might be. Are you overdoing it in some spots, while forgetting it in others?—Editor.]



WHEN it comes to personal service, the intimate care of the consumer, I sometimes wonder how clear an idea most of us have as to just what this phrase should cover. My notion is that this intimate care of the consumer can very easily be overdone and prove a source of harm and danger instead of a producer of good results. It all depends upon the application of common sense and it is a comparatively easy matter to educate a public up to a point where they expect the impossible from a public utility company simply as a matter of course.

Do not think that I do not believe in properly looking after customers of an electric service company, because I do most emphatically. But so much of the so-called "service" in our industry and in others has been hot air and soft soap that I think it is necessary to draw the line sharply between genuine and false.

I do not wish to attempt to express and explain the policy of our organization, and speak only for myself. It is true, however, that the general policy of the Byllesby Companies has been, and is, to give customers the utmost of which the local organization is capable, in the way of efficient and adequate service. Such principles have been preached from the home office and we have always insisted upon the operating companies doing their level best to give that kind of service which conserves to the best interests of the patrons. An affirmation made time and time and again at Byllesby properties is that "We want no money that we do not earn."

Right there is a point that many central station managers lose sight of to their hurt, for there are two sides of this question, both equally important to the central station and both worthy of equal consideration on the part of the public. It is not alone sufficient for the public to be told that they get their



W. H. Hodge

money's worth; it is a whole lot more productive of appreciation and respect if both the consumer and the non-consumer understands something of the value of the service rendered, its cost and the effort entailed. In other words they should realize that the central station not only gives them their

money's worth, but laboriously earns every cent that it gets. The care of the consumer should embrace more than the mere words seem to denote. It should mean that the consumer is kept in a proper mental attitude towards the company, not simply that he is pampered by an access of service.

Surely, nothing is more important in the conduct of an electric service company, than for the manager and his principal subordinates to keep in intimate personal touch with customers and the general public. It is very easy not to do this and to accept the remarks of personal friends as correct indicators of the public's mind. As a matter of fact, it is practically impossible for a service executive to get the public's point of view without making distinct special effort to do so, and only in the small communities can he learn the facts for himself. In fair-sized cities he must send out representatives who should work more or less as secret service operatives, not, you understand, as spies upon the employees, but as investigators of the degree of satisfaction that the service company is rendering. Reports of such operatives will be far more reliable than any information which the manager can extract from his own circle of acquaintances and friends.

Of course, a service executive can learn much from his commercial representatives, provided these representatives are properly instructed and handled and receive credit for maintaining satisfactory relations with customers, increasing the business of old customers and renewing contracts. A plan of sending personal representatives around to visit all residence customers at stated intervals partially to ascertain the status of the service rendered in the opinion of the

customers and partially to obtain additional business, is admirable and has worked out well in a number of cases. Regular salesmen, of course, can look after the down town customers and large consumers, such as factories, but while pleasing the business interests is important, it does not necessarily follow that the entire public is pleased as well.

Naturally an activity of this kind must be carefully controlled. The man must appreciate the sincere reasons behind the work, and about the only way they can be so instructed is through a frank and open relationship with their employees. Unless they realize that the general manager is eagerly interested in this phase of the situation, they are pretty apt to be neglectful of it; but through regular meetings with their staff and by occupying a position of intimate and direct leadership, the executives can maintain the proper attitude with little difficulty, and instill in the entire staff the basic principal that good service must be good for the company as well as for the consumer. It is not hard to prove the mutuality of interest that makes such a service practical.

One of the mistakes peculiar to electric service operation has come either with or without design, through allowing the public to cultivate the impression that the service company is an immensely rich and powerful thing, capable of accomplishing almost anything in the way of construction, service, etc. People are distrustful of big corporations as everyone knows and often feel that the bigger the company the less consideration the customer has. This is why one of our companies makes the statement in various ways, over and over again, that it gives "Personal attention to every customer" and the truth is, it endeavors to do so. If it did not its claim would become a very serious liability—a boomerang with steel spikes.

Such a popular misconception can only be combated by a policy of full publicity, for it is impossible to establish the clear case with half truths. If in any community there is an under-current of antagonism towards the local utility, there is no better way to effect a re-adjustment and win a fair attitude, than by laying the cards on the table and talking the matter over by means of carefully prepared newspaper advertisements. If this is done, of course, the company is committed to the policy and must follow it out. But it is not a dangerous policy where honest men have done an honest business, for always remember, the people do not expect your company to serve them without profit to itself. Therefore, a definite effort must be made to educate the public on these points, and the method naturally must conform to the conditions surrounding the local company and its affairs.

Every salesman has a natural tendency to keep his mind on prospects and forget the customers he has sold. This is particularly true in our business and it is something that should be corrected. Customers, and particularly those in the business districts should be called upon occasionally after an installation has been made and an effort put forth to ascertain what results the customer is receiving, and to adjust anything which may be wrong. If these calls are not made too often and the customer is not urged to an unreasonable degree to purchase additional service, he cannot fail to appreciate the attention he is receiving, but it is certainly not good business practice to leave a customer severely alone, except to send him a bill every month. Businessmen are used to receiving callers and solicitors from

all manner of sales sources and are educated to appreciate courtesy and a desire to please and satisfy. Such an attitude upon the part of a central station and its representatives goes a long way toward smoothing out difficulties and common antagonism toward monopolies and public service corporations.

Many a municipal ownership agitation has been nipped just in time, by the adoption of such practices. On the other hand, an excess profession of interest in a customer's welfare is apt to make him suspicious that he is being overcharged or underserved, or perhaps both. My own impression is that the American public is getting somewhat tired of ultra-salesmanship, fancy wrappings and premiums of one kind or another, which every one knows, in the end increase the cost of the commodity.

Beyond a certain stage of sales efforts, advertising and refinements in conducting the business add to expenses which must be borne by the consumer. It is possible to overload the cost of electric service in just this way. The average citizen does not relish the idea of being pampered and mollycoddled by those from whom he is purchasing necessities. He is willing, of course, to receive definite suggestions and

to apply them so far as they may be economical and useful. However, what he really wants and all he wants is his conception of a square deal, and if he is satisfied he is getting this he bears no ill-will toward his creditors. He is not asking anyone to "give" him anything and he laughs up his sleeve at the service corporation that makes such professions.

The middle ground, it seems to me, is the good service that has for its undisguised aim, to give the consumer his full money's worth, and to do it in a spirit of good feeling and courteous attention that goes out of its way to please the other fellow, and show him a ready confidence and a willing friendship. When you analyze all this it is nothing but what every good central station man who appreciates the cash value of the goodwill factor, is doing every day. And the basis of it all seems to be largely the mental attitude which admits that the central station is a public servant, and that the citizen has a rightful interest in its affairs and a title to facts and figures. If this is the policy of the company, and the public understand it as such, there will be no necessity and no desire for a service that is overdone to the point of unnecessary and costly pampering.

1162 Flatirons in 1116 Residences Connected

A Few Details of Flatiron Sales in Fulton

By J. J. JORDAN

General Manager Fulton (N. Y.) Light, Heat & Power Company



THE city of Fulton, N. Y. has a population of 11,820 which theoretically would figure as about 2,000 homes. Of these homes, 1,116 are now connected to the lines of the Fulton Light, Heat and Power Company, and there are on circuit at the present time, 1,162 flatirons, or, more flatirons than there are homes on the line. This, we believe, is a good record in the marketing of appliances.

Our campaign has been in no way spectacular. If there is any one thing that has brought the success, it is just good hard work, the one great factor in bringing results of any kind. We did nothing for one year except talk house wiring and electric flatirons with our advertising consisting of a follow-up system of pamphlets and post cards. The booklets were distributed every Saturday so the prospective consumer could read them over on Sunday and talk it over with the family when they were all together.

We have found that this has worked well and brought results through making it infinitely easier for our field salesman to secure a hearing; for in a good many cases, we found that when our salesman called on the heels of a booklet, the consumer was actually expecting his call, and looked forward to it. We have advertised, besides, in all the local newspapers and have offered a special proposition to already built homes not yet wired. At the beginning of each campaign, we have made a special feature offer of a flatiron on sixty days' free trial, to every home to be wired within 60 days. This iron was covered by form of lease.

Our method is to start a campaign on house wiring for a period of 60 days. Then we take a rest for 30 days, thereby giving the contractors a chance to catch up with their work, and meanwhile our salesmen devote all their spare time to selling other

appliances to homes already wired. This system we have found very successful and profitable to our company.

In these campaigns we have made a special effort to secure our new business where it would pay us highest ratio in return on the smallest investment. One hundred per cent of our new business has been taken on our lines where our transformers and secondary wires are installed and very little money has been spent on extension work for this class of business. We are now starting out on an electric iron campaign for the hot weather and expect to install in the next 60 days not less than 200 flatirons. That is the mark we expect to reach.

We have had two outside salesmen working in this campaign, F. L. Marvin and F. D. Hare, and they have been most successful, as results show, for today, we claim to have an electric iron in every wired home in Fulton, and the fact is that in some cases there are two. A number of six-pound irons have also gone into tailor shops and produce very good revenue. Of this total of 1,162 irons in service, 1,092 have been sold by this Company and 80 by W. E. Bidwell, a local electrical contractor.

A Window Display Series

In the 42nd Street Electric Shop of the New York Edison Company, a series of window displays were recently featured to point out the continuous application of electricity in the week's routine of the housewife. On Monday the window was devoted to the washing machine, a large placard telling the story. Tuesday featured flatirons and laundry appliances, and on Wednesday, the sewing machine occupied the stage, the other devices following day by day, the tea-table on Thursday, suction sweepers on Friday, and on Saturday, an equipment for baking.

The windows attracted a large amount of attention.

Why Did This Man Make Good?

The Third of a Series of Intimate Stories of Central Station Commercial Men and Their Methods

By W. E. BAYARD

[There are various ways to be successful, depending very largely upon what you have to start with and where you start from. And then there always comes the question—What is success anyway? So there is no thought in this series of articles on Men Who Have Made Good, to point out the way to grow great, but rather to show in a simple straightforward manner, the reasons why a few of the men, who, to-day head the sales departments of prominent central stations, have been given those jobs, what they have done to merit it, how they have learned to make good in such manner as to win recognition to this extent.

After all, about as far as any man can go in emulation, is to study the facts and then attempt to fit them as best he can, to the different conditions confronting himself. But for the most part, we pay little attention. If a man grows in success, we take our hats off to him and say—"Watch him. He's a comer." And the bigger he gets, the more perspective creeps in, and the harder it is to really see what has caused it all. Therefore, Mr. Bayard has singled out a few men who have been advanced through the worth of definite qualities that they possess, and is showing what simple qualities these really are that make men make good.

And the value of the stories seems to lie in the evidence they bring that it is not the spectacular that counts in the long run, as much as the consistency with which a man works with his head and heart.—Editor]



NE time, a good many years ago, conditions were rather bad in a certain central station. The man who was at the head of it, the general manager, had a yellow streak in him, though it had not shown before; and he was building up a little private hell for those men who were working under him. Of course, this affected business, and eventually the home office took a hand and started in to find out what the trouble was. They found it and promptly tied a neat, little tin can to this G. M. and passed him out.

And back in the New York office, when the facts came out, everybody was asking the one question, "How did his new business manager ever stand that kind of stuff? It's funny he never squealed." And they asked George Williams—for it was a Doherty property—"Why didn't that guy squeal long ago?" And Williams smiled and said, "He's not that kind of a guy. He was put there to sell the juice, under the other man's orders, and so he just stuck."

That man was A. K. Young—Al Young—of Toledo, and this little incident just about gives you the key to why this man has made good, and been steadily advanced from Cincinnati, to Montgomery, to Bristol to Galveston, to Toledo. He has the faculty of taking things—and people—the way he finds them and getting the work done anyway.

Young has been in the game for eight years now, having been with the Doherty interests in various cities, during that time. As he expressed it in a recent letter:

"My attention was first attracted to the public utility business and to the Doherty company in Denver, about eight years ago, when Mr. Doherty accomplished there what quite a number of the people of Denver thought was impossible. Upon this company taking over the Union Gas & Electric Company of Cincinnati, I went to Cincinnati and applied to Mr. Williams for a position, and worked with the Doherty Company there for two years as District Representative.

"We had a combined gas and electric company," he continues, "with a new business department of sixty men and records will show that we secured results. One of our greatest achievements was the sale of 8,000 gas ranges in four months. This, with artificial gas, in spite of natural gas agitation. We also secured wonderful results along the lines of exterior illumination."

After his two years in Cincinnati, Young was transferred to Montgomery, Alabama, as a Special Representative, and worked

there eighteen months against very active competition. While there he was concerned in the novel and successful "Domestic Science School" for negro cooks, which the Montgomery Light and Water Power Company organized to overcome the reluctance of the Montgomery servants to use gas. Young says: "At the time I speak of, gas was rather a foreign element to a colored cook, but after the Domestic Science School had run for twelve months, they were much enlightened and the company sold a great deal more gas."

From Montgomery, he was transferred to Bristol, Va., as New Business Manager.



A. K. Young

This property had just been acquired and there was serious talk of another plant being started; but the initial work of the Bristol Gas & Electric Company was so very liberal and satisfying to the citizens that this movement was discontinued.

Young spent eighteen months in Bristol and says: "I think we did great things, for we placed over one hundred signs in ten months in a town of four streets. Gasoline lighting then was very popular in Bristol, there being fifty such plants in use in business houses. When I left there were two and our gas business was very satisfactory."

Young was moved next to Galveston, to act as New Business Manager for the Brush Electric Company when that concern was added to the Doherty holdings, and he was in charge there during the course of the booster campaign which they inaugurated and promoted so well, that 310 electric signs

were added to the lines, and public sentiment was won from antipathy to harmonious support. There had been but four signs there when they arrived.

After two years in Galveston, Young went to Toledo to take charge of the difficult situation there, at the head of a department of thirty men. What progress has been made is too well known to need rehearsal here. They set as one goal, to sell a sign a day for this entire year, and are at present way ahead of the estimate, having placed already over 40,000 ten-watt lamps in circuit in outdoor display lighting, which includes the big slogan sign. In a four months' suction cleaner campaign, they sold 400 machines. The same campaign placed 800 other appliances in commission, these having been sold on the group plan. In the last six months, over 700 old houses have been wired; and wall and base receptacles have been placed in nearly every one.

So, you see, this matter of Young's having made good is not a free-thrown compliment or a polite figure of speech. It is all based on the writings in the book. And if you talk to one of Al Young's men, or the men he used to work with elsewhere, and ask them how he does it, they say, "Oh, he works for it all right, but the main thing is, he gets along with everybody. He seems to be able to do business with anyone at all." And that apparently is the answer.

Young says himself: "I think the principal qualities, that have helped me most to become a producer, are my ability to adapt myself to any and all conditions, to be a good fellow as far as possible and to treat the other man the same as I would want to be treated. I have tried to make friends by associating with everybody fit to associate with, going out of my way, at any time, to do a favor.

"You make mention of my ability to get on with anybody. I am frank to confess that I believe this has had a whole lot to do with my advancement. I learned from the beginning to be a good loser, so no matter what condition I was forced to confront, I simply made the best of it, feeling that I would prefer at any time to drop out of sight rather than to whine and complain.

"There have been times when I felt like jumping, but as I see it now, it would have been very foolish and childish. I think that such experience is what makes a man successful, and I am certainly glad that I had to go up against such problems rather than to have had easy sailing."

Of course, if you read it that way, a statement of this kind sounds trite enough; but just stop and consider that it is the sincere and serious statement of a man who has

made good; a statement won against a natural reluctance to talk about himself. And of all the things Young has learned and done in eight years of successful effort, this simple rule is cited as the most important influence in his development: *Learn to get along with people and make the best of things.*

Somehow, this kind of an admission from a young man is sort of surprising. You would think that there would be something a little more technical or complicated than this. But is it so simple as it sounds? What does it really mean to get along and make the best of things?

It means a man who wastes no time in beating against the bars of any situation. It means a man who wastes no energy in opposition to things unessential, a man who keeps his mind on the objective. It means a man who takes the tools that are at hand and goes on with the job, sharpening them as he can, a man who starts on a mission and keeps moving until he gets there.

And yet, how many of us, are there who do keep moving?

How many of us, are continually quarreling with the condition of the road, the scenery, the absence of entertainment, the character of the company or the soreness of our own feet?

How many of us get so engrossed with having a good time along the road that we fail to get anywhere, at all.

There is really mighty little about Al Young himself, in this article. But it isn't my fault; it is his. He wouldn't talk about himself. Every time he would go branching off on what "we" did in Galveston or Cincinnati, and telling me about Smith or Green or White. And there's a trait that I haven't mentioned. Young is always popular with his men, and they work hard for him—because he works hard for them.

But the lesson in this story is this: The man who makes good is always a man who makes the best of things. And the man who schools himself to be expert in this art, will earn an ever growing satisfaction and success. He is working free of the resistance that holds back every other man whose feet are clogged with the opposition that he has taken unto himself.

Al Young says that making the best of things has helped him make the best of himself. It will cost you nothing to take his advice on this point. Why don't you do it?

Prize Rewards to Salesmen

Robert Montgomery, manager of the commercial department of the Louisville (Ky.) Gas and Electric Company has made an interesting experiment to ascertain the value of prize awards to salesmen. His plan has embraced a principal prize of ten dollars for "efficiency" in which the number of calls made by the salesmen do not figure, but the general value of business secured, the amount of overtime work, absence of mistakes and both neatness and promptness are computed. In addition, a ten dollar weekly prize is awarded for the greatest volume of business turned in, this being divided into a first prize of six dollars and a second prize of four dollars. A record of the standing of each salesman is kept by the point system and displayed on a black-board, and the stimulating and encouraging effect of this system of recognition and reward, has resulted in better production from five salesmen than had been previously obtained when eight men were working.

J. P. Walters has succeeded M. J. Laas, local manager of the Iowa Railway and Light Co., at Blairstown, Ia.

Making the Booklet Work

How a House-Wiring Booklet was Equipped with a Self-Starter

By A. L. Scott

Sales Agent, The Edison Electric Illuminating Company, Lebanon, Penn.



ANY publications—good, interesting ones—are at the disposal of the central station Manager as a method of reaching the public. A vital question to him is how to get these publications into the hands of the public without a big expense, and more important yet, to assure himself that the booklets will be read in the homes to which they are sent.

The writer, a short time ago, hit upon a scheme by which he has reason to believe, he influenced the people, not only to keep the books, once in their possession, but to be uneasy until they procured one.

We recently received 2,500 copies of a house-wiring booklet issued by a manufacturer, consisting of twenty pages of good reading matter, presenting desirable features of electricity in the home. It was well illustrated and attractive, but the danger of the waste-basket was no less a hazard than with any other booklet of equally good character. So in an effort to secure the widest possible interest and the greatest assurance of a careful reading, we took these 2,500 booklets with a numbering machine and stamped them with numbers from 1,001 to 3,500. The numbers were stamped at inconspicuous places on different pages not easily detected at first sight.

At a recent Business Show, conducted by the Board of Trade, the company had an attractive booth, and at this booth, these booklets were given away, each recipient being instructed that his book contained a number which might win him a prize at a Prize Drawing to be held one week after the close of the Show. These prizes were displayed in the office window, and, being well worth having, the books were in demand. It was advertised a few days before the opening of the Show that the distribution would be made to patrons of the Business Show and a large number of booklets were placed in the hands of the public at little extra cost and with some degree of certainty that they would be carried home and kept for at least a week.

One of the features of the distribution was that as each booklet was given out, the person who received it placed his or her name on a register and opposite this, the number corresponding to the one in the booklet he received. These numbers were concealed from the signers' view at all times, simply by pasting a strip of heavy white paper over them, gummed only at the top and bottom. It was interesting to note that of all the advertising matter given out by the different exhibitors and thrown around the hall in which the show was held, not any of these house-wiring booklets were to be found, which at least spoke well for the scheme.

The attractiveness and real interest of the booklet insured its being read if the holder could be induced to take it with him, as all firms advertising through this medium realize that the fatal blow to pamphlets, booklets, or any other form of the general line of advertising literature, is so often the speed with which they are dropped out of sight in the gutter, the waste-basket, or any other handy depository.

We feel well repaid for the little trouble

we took in guarding the circulation of this booklet, and are confident that its influence, when once read, was beneficial. We have had many evidences that many of these booklets are still in the hands of quite a number of our people. Our salesman frequently reports that "Mrs. A. inquired who won the prizes and upon being informed the winners' names and the lucky numbers held by them, she ran and got her book and exclaimed, 'Why that is just a few numbers above or below my number,' " as the case might be.

Selling Lots by Searchlight

A land company in Los Angeles, Cal., has hit upon an ingenious use of the electric searchlight, for demonstrating and advertising lots that are for sale, in a large subdivision near that city. A very powerful searchlight has been set up on the property and is utilized every evening to draw the attention of the passing public.

From its location upon the top of a three-story building, its rays are turned on any lot or series of lots in the entire tract, making the portion upon which it is turned as light as day. It is run from seven until nine o'clock every evening, except on special occasions, when it is kept burning later. The selling of lots in the city by this aid has proven so unique and satisfactory that night selling has been made a permanent feature of the company.

The light is a powerful affair of 8,500,000 candlepower, throwing its beam a distance of 32 miles. It is 30 inches in diameter and has a depth of 30 inches. It is 5.5 feet tall and may be turned in any direction.

Outdoor Sweeper Demonstration

An interesting traveling demonstration of the electric suction sweeper was recently conducted by the United Electric Light and Power Company of New York City, by the utilization of a one ton electric truck. This truck was equipped by an open framework, surmounted by illuminated signs giving full details of the special suction sweeper offer. On the floor of the truck was a carpet and a young woman continually demonstrated the machine by spreading dirt on the carpet and cleaning it up again. Booklets describing the cleaner were distributed from the wagon, and during the months of May and June the demonstration was almost continuously carried on through the residence district, and so successfully, that the sales of vacuum cleaners were increased over 15 per week. Therefore, the Company has decided to apply the same method to the sale of flatirons.

Mr. John Hadley has been appointed general manager of the Van Wert (Ohio) Public Service Company as successor to Mr. F. L. Wise.

H. J. Mathews has been appointed manager of the Light, Heat & Power Company, Connersville, Ind., to succeed Mr. J. A. Johnson.

H. D. Fitch, formerly manager of the Kentucky Public Service Company at Bowling Green, has succeeded Mr. H. C. Moore as general manager of the Company at Frankfort.

An Electric Shop in Salt Lake City

The Utah Light and Railway Company Changes Its Appliance Policy and Benefits by Increased Business

By BAYARD W. MENDENHALL

Utah Light & Railway Company, Salt Lake City, Utah



THE general office of the Utah Light and Railway Company is located at 133 So. West Temple street, and West Temple street is not a business thoroughfare. While it is only one block from Main Street, still, on account of the extreme length of our city blocks here, we have been quite inaccessible to our patrons, and the company has felt for a long time that it should provide a more convenient location where our customers could come to transact their business with us. Owing to the rapid growth of our business, also, our general office building had become so badly overcrowded that it was impossible to provide any place for a demonstration of electric consuming appliances, and the company had also felt the need for several years of such an exhibit.

We owned a lot with an 82 foot frontage adjoining our general office building and had under consideration a plan of building a commercial office and display room adjoining our office building, on this property, but it is not likely that the retail district will ever be extended to include this location, and we concluded to obtain a Main Street location as nearly in the center of the shopping district as could be found. After investigating the available locations, we decided to establish a Commercial Office and Electric Shop at 154 South Main Street.

In the layout of the interior arrangement of this building, which is 20 feet wide by 130 feet in depth, we endeavored to arrange it as conveniently as possible for our patrons, and still have it so that those who wish to do business with us must first come through our appliance display to reach the offices. The first 50 feet of frontage, therefore, is devoted to our appliance show room and is equipped with plate glass floor cases and wall cases and quarter-sawn, white oak, demonstration tables.

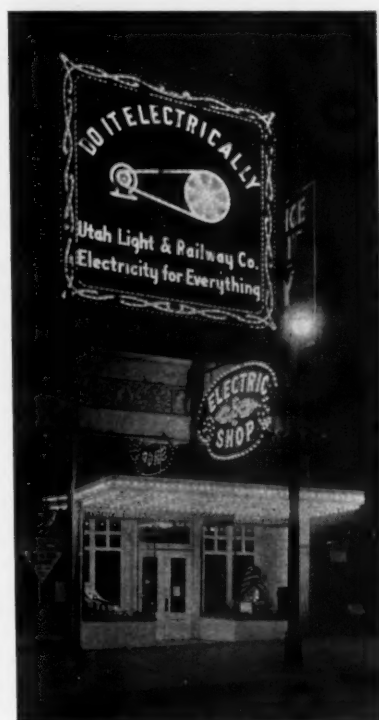
Then comes a commodious cashier's cage and the offices of our Complaint Bureau. Please note that we have not called this "Information Bureau" or "Soft Soap Department," but have called a spade a spade. All complaints made at the Cashier's window or Commercial Department counter are referred to this Complaint Bureau for adjustment. Just back of the Complaint Bureau is the Application Clerk, the Chief Clerk of the Commercial Department, the Commercial Agent's assistant, and the Commercial Agent's private office. Opposite the Complaint Bureau is the lamp counter where the lamp exchanges and sales are made.

All of the office furniture and fixtures were carefully selected to give the appearance of permanency and quality. The wall and the ceiling decorations are in quiet colors to match, and in the fixtures and decorations no attempt was made to have them too elaborate. A commodious double door entrance was provided with a window on either side approximately 7 feet wide and 7 feet deep.

When it came to the choosing of the exterior illumination decorations, we decided

that we could not well afford to be outdone by the moving picture theatres, candy parlors, the shoe shining parlors, and the peanut stands, so we endeavored to provide the most artistic and elaborate exterior illumination in town. Our photograph shows the results of our efforts.

The "Do It Electrically" sign located on the roof is 20 feet square. It contains approximately 1,200-15 watt 115 volt Mazda



The new Electric Shop in Salt Lake City showing the window sign and portico lighting

sign lamps. The outer border is of blue lamps and the inner border of red. The two borders travel in opposite directions. The lamps in the scroll between the borders are equipped with amber and green color caps and flash to produce a wavering effect. The belt-driven pulley in the center of the sign runs continuously and the words are flashed as follows: First, "Do It Electrically" appears, then "Utah Light & Railway Co." and finally "Electricity for Everything."

The double-faced "Electric Shop" sign over the sidewalk contains approximately 450-15 watt 115 volt Mazda sign lamps in colored caps. The outer border chases about the sign continuously. The words "Electric Shop" burn steadily, and the kaleidoscope in the center of the sign passes through a series of changes, ten in all, which are very pleasing and interesting. Both signs were made by the Federal Sign System (Electric) of Chicago.

The ornamental galvanized iron canopy projects approximately 8 feet over the sidewalk and carries 325-25 watt round bulb frosted Mazda Lamps. Each window is equipped with 6-100 watt Mazda lamps with x-ray scoop reflectors. On the steel trolley pole in front of the building are 4

Westinghouse flaming arc lamps supported on an ornamental bracket. These lamps are not burning in the picture, but are lighted regularly, and swell the volume of light to approximately 40,000 candle power, practically 35 kilowatts of lighting on the front of this building.

It is needless to say that the company received many congratulations on the opening of the new Commercial Office and Electric Shop on December 18, 1913. It did not take our patrons long to learn the greater accessibility and convenience of this new office, and it was only a short time until practically all of the customers who had been in the habit of going to the general offices on West Temple, were doing their business on Main Street.

It has always been the policy of this company, however, to cooperate closely with the various electrical supply dealers in the city and in line with this policy the company had never sold electrical appliances, leaving this to the dealers. When we opened the Electric Shop it was our purpose not to sell electric appliances, but merely to demonstrate them and the stock for this purpose was placed on consignment by the various manufacturers, jobbers, and dealers. We found after six months' experience, however, that this policy did not justify the expense of maintaining a shop. While there were a good many people who became interested in the appliances and permitted our demonstrator to explain them thoroughly, yet, when we told them that it would be necessary for them to go to some dealer to make the purchase, many of our customers expressed disappointment and stated that we had fallen short of providing the convenience due our patrons, if we did not also sell them the appliances.

Also, we found it difficult for our demonstrator and sales people to develop the same interest in the shop under this policy as if they were selling the appliances. They could not enter into the work with the same enthusiasm when they knew that no matter how effectively they might demonstrate a particular appliance, their efforts could not be rewarded in the end with a sale. So the public, when they learned that no appliances could be purchased here, soon lost interest and were inclined not to stop and witness a demonstration. Moreover, our policy of refraining from selling appliances, had not accomplished our purpose of distributing the business uniformly among the electric supply dealers. One or two dealers located near the company's office were deriving considerable benefit from our demonstrations, but those located further away were getting no direct benefit and the indirect benefit was apparently small.

On July 1 of this year, therefore, we decided to change our policy and sell electrical appliances. Before doing so, however, we called all of the electrical interests together and explained our plans and purposes. We told them that it was not our intention to cut the prices on electrical appliances except possibly on appliances

(Continued on page 220)

DON'T YOU WANT SOME OF THIS GOOD MONEY

*Forty Dollars—in Beautifully
Decorated Banknotes—is Pa-
tiently Waiting for You to Come
and Take it Away*



READ ON THE OPPO-
SITE PAGE AND SEE
WHY AND HOW

Last month—in the July issue of Electrical Merchandise—appeared the first collection of this series of Suggestions For Your Fall Campaigns, and we offered Four Cash Prizes—a first prize of Twenty-five Dollars and three additional prizes of Five Dollars, all to be paid in glad, Green Money, for the best descriptions of successful selling campaigns to be contributed by central station selling men, for publication in Electrical Merchandise.

Read the foreword on the opposite page. Read the campaign suggestions that follow, and you will get the idea quick and sure.

We said we would announce the winners and pay the prizes with the appearance of this August issue; but we won't. We have received a number of good ones, but we want more of these contributed campaign stories. **WE WANT YOURS.** We can't quite believe that we've printed *all* the good campaign hunches you know in these two issues.

If you have participated in a selling campaign of any kind, that has won the business in a way not covered in these suggestions, send us the story at once, and win a prize. Tell the story in a generous, freely-written letter. Give us the facts and figures so that other central stations can use the idea with equal success. Enclose samples of the advertisements that appeared in the campaign. If you have any photographs that will illustrate it, send them along.

These stories will be printed in Electrical Merchandise next month, and the prizes will be announced and paid at that time.

Win that Money for Yourself

Write the Letters Within the Next Few Days

AUG 14 1914

SUGGESTIONS FOR YOUR FALL CAMPAIGNS

More of the Best Campaign Selling Plans that Have Been Used by Central Station Sales Departments

Compiled from the Records of Past Successes in the Development of the Market for
Electric Current and Appliances

[This is the first time that any consistent effort has ever been made to present to the central station selling man, a comprehensive collection of the best selling plans. We believe that it will be welcomed and we know that it will be helpful.]

Through the coming summer months, in addition to the active selling of the hot weather devices, every salesmanager must make his preparations for the fall campaigns. First, he will determine which classes of business are the most to be desired from the point of profit, and in what territory his efforts will be best expended. Then he will set his stage, by planning how these several campaigns can best be combined and complemented. And then will he inevitably ask himself—"What can we do that is new?" It is this question that we are helping him to answer.

Any plan that has never been tried in *your town* is new for *you*. Therefore, the best way to find a new idea for a selling campaign is to look over all the schemes that have been proven in other cities—or as many as you can find—and take your pick. But the trouble has always been that there was no place to look for this suggestive collection. Stories of countless successes have been published for years in *Electrical Merchandise* and in *Selling Electricity* before it, they have appeared from time to time in the other electrical journals, they have been told in innumerable papers presented before conventions and society meetings, they have been related in the course of the discussions that ensue. But these are detailed accounts of individual experience and they are scattered through a million printed pages, beyond the reach of any busy man. What the central station salesmanager needs today is a concentrated compilation of the best sales plans, the basic ideas behind the campaigns that have been successful in divers ways and in divers places.

We have made no attempt to classify these campaign plans, into sign campaigns, flatiron campaigns, and such. It cannot be done with any good influence, for the reason that the majority of these selling schemes are susceptible to application to more than the one device or class of business. In every case it is not the story of how the central station cited, conducted this specific campaign, that we wish to impress upon you; but rather the underlying purpose and policy that dominated and won. Adapt it to your own best interests and make the most of it. A good tool can be used in many ways.

To collect these campaign plans has entailed a large amount of research work. We have sought through the back files of all pertinent magazines, we have scrutinized the proceedings of the National Electric Light Association, and many state organizations, both papers and reported discussion for many years back, we have delved into every nook and corner where we felt that treasure might lay hidden. We found, of course, a myriad of duplications, where the same campaigns had been run in different cities, or kindred efforts were clearly based on the same inspiring thought. The residue, which we have culled, is more than we can find space for in the three issues which we mean to devote in large part to it; and yet, we know that these are but a small part of the plans that have been tried throughout the country, and should be known to you. We appeal to all good central station selling men to send in those other campaign plans that have eluded us. But do it *now*.

We believe that all readers of *Electrical Merchandise* will welcome this feature in our July, August, and September issues, and make good use of it. It will form a reference digest of selling plans that has been sorely needed and for long.—Editor.]

To Organize Cooperative Lighting in Your Town

How Ornamental Street Lighting Campaigns Have Been Successfully Conducted—
A Summary of Best Methods for You to Use



AFTER the experience of the past few years in the industry, no central station man will question the stimulative value of ornamental street lighting. Time after time, in cities of every character, we have seen new systems of decorative lamp posts installed through the cooperative effort of merchants, city and central station. The effect has ever been to increase business activity beyond the expectation of all. Decorative street lighting seems to lure the people from their homes and provide a never-failing attraction for the crowd, with the result that merchants have more incentive to keep their windows lighted until late hours, and the increased advertising brings growth to their business and profit to the central station in the increased lighting consumption, and gives satisfaction to all.

Five years ago ornamental street lighting was the most popular topic of conversation between central station salesmanagers—it was the newest thing and an eager subject to everyone. "White way" installations sprung

up like mushrooms all over the country, ranging in scope and merit from the festoons of bare lamps along the curb or over the street, to ornate systems of five-lamp standards; and then gradually it became an old story to the central station men, until today, many companies have entirely turned their eyes away from the opportunity.

We are all prone to the mistaken assumption that things we know are known to all, that an idea that sounds old and outworn to us, cannot appear young and refreshing to the rest of the world. But the fact remains that the ornamental street lighting idea today is still as good as ever in the town or city where cooperative street lighting has never been seriously introduced, or where there remain shopping districts or isolated business streets, still ineffectually illuminated.

Decorative lighting will do as much to stimulate business and help you in your town today as it has ever accomplished anywhere else if *you will do your part*. Your merchants are just as eager to increase their prosperity as any other merchants. The helpful influence of your Board of Trade can be enlisted in the movement just as easy as

though no other white way had ever been heard of. In truth, you are in an infinitely better position today to organize such a movement by virtue of the fact that dozens of similar developments have gone before and left you the record of their methods and success.

In planning for the autumn selling activities, therefore, do not overlook the opportunities for the improvement of your street lighting load. Consider carefully whether there are not opportunities in this field still. This outline of the best proven practice in such campaigns lays the way clear before you and will be of great assistance in working out the details for yourself.

Preliminary Steps

The first thing to do in preparation for a decorative street lighting campaign is this—Get the facts and find out what other men have accomplished, and how they have done it. Write to the various cities where such systems have been installed, ask them for a description of their systems and a brief account of the methods by which they were organized and effected. Find out what the

GE ELECTRIC FLATIRON



Get behind this iron

Make the G-E iron a "leader" for increasing the sale of electrical heating devices. Put a G-E iron in the home and your customer will be so satisfied with it that additional sales will follow for other current-using devices.

You can have the utmost confidence in the quality, the life, the reliability, the service of a G-E iron—and so can your customer.

You are safe in getting behind this iron and pushing its sale—hard, because of the entire satisfaction a G-E iron will give and the desire it will create for the possession of other such reliable heating devices.

Start an active campaign in your city for the sale of heating devices. Commence with a G-E iron as the entering wedge.

Our advertising service will be glad to co-operate with you in supplying the necessary literature and cuts for local advertising.

5105

GENERAL ELECTRIC COMPANY

Largest Electrical Manufacturer in the World

Sales Offices in all Large Cities
Agencies Everywhere

The Guarantee of
Excellence on
Goods Electrical



system costs per post, who paid for the posts, who pays for the current and maintenance, how profitable this plan has proven for the central station, and what benefits the individual merchants and the town have felt. Go further and write to the Boards of Trade, the mayors, and some of the leading merchants in these towns, and ask them for

much the city and the Board of Trade will contribute to both the work and the expense. Considerable of the existing city street lighting system will probably be supplanted, and this much, and probably more of the municipal appropriation can be diverted to help finance the better installation. The Board of Trade in many cases

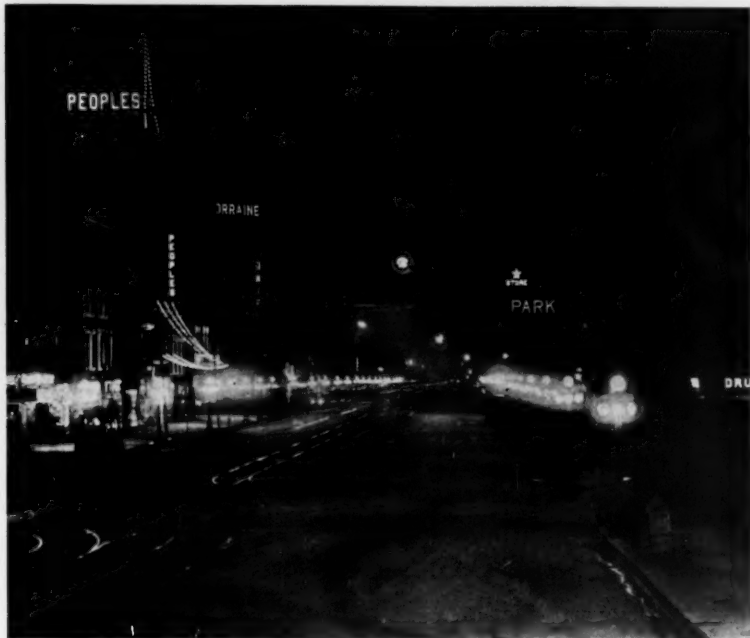
And this, of course, is the situation in most places, since as a rule, there is but one prominent central, retail district to which all street car lines converge, and in which the major part of all civic affairs are concentrated.

The first step in either case is to secure the appointment by the Board of Trade of a committee to call upon a goodly number of the leading merchants, and invite them to a meeting at which the matter shall be laid before the merchants as a body, and a full explanation given of the reasons and purposes behind the movement, and the benefits which they personally will enjoy. Free discussion should be stimulated and plans laid for a general public mass meeting, and to perform this, it is better to enjoin as much secrecy as possible as to the details of the plan. This will serve also to set the merchants in a confidential position towards the matter and establish a feeling of mutuality between you.

The Public Meeting

The public meeting must be well organized and well advertised to the end that a truly representative assemblage shall be gathered. Hire the largest auditorium in the city and engage the services of the most popular band and send out invitations if possible, signed by the Board of Trade and several leading citizens, inviting not only every merchant, but your best known professional and business men, so that you may secure direct contact with all parts of the city and every class of your commercial life. The invitations must announce that an interesting plan is to be outlined for the beautifying of the city and the stimulation of local business, that in addition to addresses by the mayor and the president of the Board of Trade there will be a lantern slide lecture, showing what other cities are doing and proposing a plan for the consideration of your own people. Announce that the meeting will not be protracted and that there will be a musical program.

The preparations for the meeting should be very complete. Give the newspapers sufficient information so that they can write it up for several days previous, and support this publicity by devoting the display advertisements of your company entirely to the meeting. Have your salesman



The effect of a scene such as this quickens the pride of every citizen. You can prove it to your Board of Trade with proper photographs and data

their opinion. You will secure many answers of great value.

Wherever possible, ask the central stations for day and night photographs showing the streets in other cities, before and after the decorative lighting systems were installed. Write the manufacturers of posts and lamps and get data which they have available. Refer to the reports and papers presented before the National Electric Light Association Conventions during the last few years, and you will find a wealth of data boiled down for your use. And it need be small trouble to you to secure this material. A morning's dictation will cover all the initial letters you need write, for in most cases they can be duplicated, and you will find that the result will equip you with a strength of evidence and illustration that will establish a case that will almost win itself.

Setting the Stage

When you are provided with these facts and figures, the next step is to go to the mayor of your own city, the president of the Board of Trade and the editors of your newspapers, and talk the whole thing over with them. It would be well to invite these gentlemen to dine with you at your club. This will establish a favorable atmosphere and will enable you to get them apart, when there is ample time for general discussion. You should have no difficulty in convincing them that the scheme is not a selfish one looking alone to the interest of your own company, but a broad cooperative booster movement, in which the city and the merchants and all the people will benefit. The cooperation of the newspapers is most important, and all you will need to do is to show them the experience of the other cities, to prove that it is a movement which the press can shout for with a will and an assurance of popular support. At this meeting or a second meeting, if it is necessary, you can probably secure an opinion as to how

has subscribed a definite annual amount or a definite sum toward the purchase of the equipment. In every case they are able to influence the individual merchants very considerably, and obtain their confidential opinions in advance of the public announcement of the plan.

Announcing the Plan

Just how the plan should be announced to the public will depend naturally on the character of the proposed installation. If the new lighting system is to be restricted to a single street where it will work in competition with other business streets of no less importance, then it becomes largely a localized institution for the advancement



The "carnival spirit" responds to the prompting of display street lighting. You can make it of commercial value to every local merchant

of the interest of the merchant occupying abutting property. If the installation is to be comprehensive and cover practically the entire shopping district, it will become a matter of concern to the entire population, and a good influence to all business interests.

make a thorough canvass of the business district during the week preceding, and personally invite and urge the merchants to turn out. On the day of the meeting have boys distribute hand bills through the residence district as well as down town, and

if you have any feeling that business or professional men, important to your purpose, may fail to respond, your general manager or salesmanager or some one prominent in the Board of Trade should telephone them personally on the afternoon before the meeting and urge them to be present.

There will be no difficulty in securing a good assortment of lantern slides showing street lighting achievements in other cities, and among the manufacturers are many men available for the lecture. This speaker can be followed by an official of the central station who can outline your position in the matter, and give further local application to the lecture. It is well to have the band in the hall a half hour before the meeting is scheduled, and it should play almost continuously until the crowd is gathered. In some cases a band has been paraded through the town, headed by a transparency sign on an electric vehicle saying, "Come to the Booster Meeting," etc., then playing in front of the auditorium, before the meeting. There is one disadvantage in this, in that it is apt to attract large numbers of an undesirable element. It may be possible however to overcome this by the issuance of a large number of invitations, admittance being by invitation but with a wide discrimination as to free list.

When the assemblage is gathered, it would be well to have a short introductory address by the mayor, outlining in brief, the purpose of the meeting, and followed by the lecturer, and other speakers. By all means insist that these speakers shall be brief in their remarks. As far as possible, cut out all oratory and funny stories, and keep down to facts and figures and lantern slides that will fully explain the intent and purpose of the movement. Read letters



There is no better way to beautify a park and make it of larger, wider benefit to the people, than to light it artistically and well

from the city officials and merchants' associations in other cities, and if possible, have some of these officials present from nearby communities. In any event, manufacturer's representatives who have participated in such campaigns, can be on hand to give a short narrative. Then announce completely just what is proposed by the mayor, the

Board of Trade and the Electric Light Company, and if, there is no Board of Trade or merchants' association in action, take this opportunity to organize one, or to call new life to the existing organization if it is dormant.

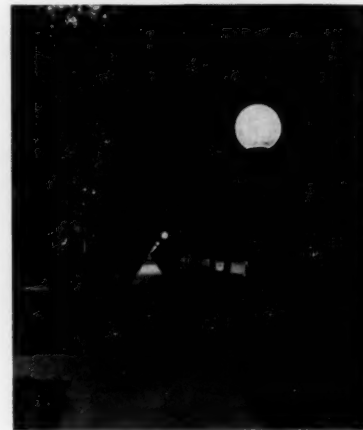
There is no question as to the practical value of a public meeting of this kind, nor the fact that you will have little difficulty in gathering the people for such a purpose if you take the proper preliminary steps. Such a meeting arouses much enthusiasm and is of the greatest benefit to such a movement because it leads to the wide dissemination of a proper understanding of the intent and purpose of the plan. It will bring out a preference for the best type of lighting equipment, and it will assure an active interest among the people. If an efficient civic organization is at hand, the further conducting of the movement should be put in its hands for development. But the public meeting is essential, for such a movement must have strong public backing if it is to succeed in any way worth while.

Closing the Deal

After the meeting has endorsed the plan of campaign, the definite work of closing the deal must be taken up and the committees appointed by the Board of Trade to call upon the local merchants and secure their subscriptions. First of all, however, the details of the installation itself must be worked out and a decision reached as to how many blocks or streets shall be embraced in the first system, how closely the posts shall be spaced, what type of post shall be adopted, what the installation will cost, and what part of this expense will be assumed by the city, the board of trade and the central station. Naturally, these details will vary with each case, but you will have ample data to guide you and simplify the problem from the material you have secured from other cities. In the majority of cases, the cost of the installation, current and up-keep has been divided between the interests to be most benefited; that is, the tenants of the abutting property, the city, the electric light company and the community at large (through subscriptions). The property owners and tenants as a rule have paid the largest share towards the installation of the equipment itself. The displacement of regular city street lights usually finances a good part of the cost of current. The central station makes its contribution either in the maintenance of the lamps, or a cash payment towards their purchase, or a gift of current in part or whole. Judging from past experience, there seems to be no reason why the central station should relinquish all profits from the sale of current to such a system, if some cooperation is offered in financing the first installation. However, the stimulative influence of such ornamental lighting brings great benefits to the company through the increased store and window lighting that follows.

The board of trade committees will have to go the rounds from store to store and secure the signatures of the merchants on the basis that is determined to be most fair. It is well for these committees to be made up of at least three well-known merchants, for a call from three such men is pretty sure to win cooperation from the lesser merchants who hardly care to refuse to follow in their steps. In all probability, there will be a certain number of property owners or tenants who will at first refuse to participate, and two methods have been employed to bring them into line. In one case, it is to place no lamp posts before

their stores so that they will be plainly marked as having no part in the movement. The result is that the uncomplimentary publicity they gain is sufficient embarrassment in most cases to bring them into line without much more pressure. The better way seems to be to make provision for installing the system complete, but in turning



And do not forget the residence streets in your plans for cooperative street lighting. Such installations have been successful in other cities

on the lights, the posts before such non-supporting merchants should be left unlighted. These dark spots will have the desired influence and the lure of the waiting posts aids materially to bring the hesitating signature.

Dedication Ceremonies

When the system is installed and ready for use, there should be another public celebration. This time out of doors, and marked by a business men's parade, with dedication ceremonies from a stand on a prominent corner. Such a celebration is always popular and successful and has been done over and over again with unfailing good benefit. The parade is a most important feature, as it serves more than anything else to bring out the crowd, and to give to the occasion an atmosphere full of civic booster spirit. Under the leadership of the Board of Trade, local merchants and manufacturers can probably be interested in making this parade a "Made-in-Hometown" exhibition in which floats can be entered to feature the various products of the city. Additional features can be provided by the local military organizations and the Boy Scouts. There can be motor car sections, and as many bands as the length of the parade affords. Prizes can be offered for the best float and the most beautifully decorated motor car. The parade will be reviewed from the speaker's stand, and in some cases the governor has been invited as the central figure in the celebration.

After the parade has passed the stand there will follow the speech-making that will cover the presentation of the new street lighting system to the public, tributes to the Board of Trade and the merchants, and a description of the benefits that similar installations have won for other cities. Then the lights can be flashed on from the speaker's stand, amid the popular rejoicing.

To a central station man, there seems to be small reason why the crowd should rejoice on such an occasion, but the fact remains that in every case there has been whole-souled and intense popular enthusiasm, and a procession of pedestrians has formed on the side-walks in a general parade to inspect the newly lighted street. And what is more to the point, the attrac-

tion of these lights has unfailingly brought back a good part of those same crowds on the following evening, and soon established the habit that has increased the side-walk traffic in the business districts to a very satisfying degree.

You need have no hesitation in proposing and developing such a movement for ornamental street lighting in your town for fear that it may not win the popular favor and the profitable results. If you do your part and spare no pains in the perfection of preliminary details and the proper setting of the stage, success will surely reward you.

Valuable data on the subject of past performances in cooperative street lighting campaigns will be found in the papers presented before the National Electric Light Association in 1911 and 1912. In 1911, Mr. William Rawson Collier, of the Georgia Railway and Power Company, Atlanta, Ga., made an exhaustive study of this subject, then at the height of its early popularity. He reviewed the details of the methods used and the records made in the various cities. In 1912, Mr. W. H. Hodge, of H. M. Byllesby & Company, Chicago, chairman of the Committee on Advertising and Decorative Street Lighting, presented another report in which he reviewed a large number of city installations and gave full details of the manner in which they developed cooperative systems, including reproductions of numerous letters from civic bodies. Both these papers will be of great suggestive value and provide vast information.

The following list of cities where ornamental street lighting has been successfully installed is by no means complete, but it will afford a wealth of opportunity to secure the right kind of data for the preparation of your plan and its presentation from your city.

Aberdeen, S. D.	Montgomery, Ala.
Albert Lea, Minn.	Mt. Clemens, Mich.
Atlanta, Ga.	Nashville, Tenn.
Anniston, Ala.	Nashua, N. H.
Aurora, Ills.	Newark, O.
Auburn, N. Y.	New Haven, Conn.
Altoona, Pa.	New York City, N. Y.
Beloit, Wis.	Niagara Falls, N. Y.
Billings, Mont.	Oakland, Cal.
Boone, Ia.	Oklahoma City, Okla.
Buchanan, Mich.	Omaha, Neb.
Buffalo, N. Y.	Oskaloosa, Ia.
Champaign, Ills.	Ottawa, Ont.
Chicago, Ills.	Ottumwa, Ia.
Cheyenne, Wyo.	Pasadena, Cal.
Clarinda, Ia.	Peru, Ills.
Columbus, Ga.	Peoria, Ills.
Columbus, Ohio.	Portland, Me.
Dallas, Tex.	Portland, Ore.
Davenport, Ia.	Pensacola, Fla.
Dayton, O.	Pueblo, Colo.
Decatur, Ills.	Racine, Wis.
Des Moines, Ia.	Richmond, Va.
Duluth, Minn.	Rockford, Ills.
Eagle Grove, Ia.	Rochester, N. Y.
East Pittsburgh, Pa.	Sac City, Ia.
Elmira, N. Y.	Salt Lake City, Utah.
Evansville, Ind.	San Antonio, Tex.
Faribault, Minn.	Sandusky, O.
Fort Atkinson, Wis.	San Diego, Cal.
Fort Dodge, Kans.	San Francisco, Cal.
Fort Wayne, Ind.	Savannah, Ga.
Fort William, Ont.	Schenectady, N. Y.
Gary, Ind.	Seattle, Wash.
Geneva, Nebr.	Seneca Falls, N. Y.
Grand Forks, N. D.	Shawnee, Okla.
Grand Rapids, Mich.	Shreveport, La.
Grass Point, Mich.	Seymour, Ia.
Great Falls, Mont.	Sioux Falls, Ia.
Grinnell, Ia.	South Bend, Ind.
Hamilton, Ont.	Spencer, Ia.
Hannibal, Mo.	Spokane, Wash.
Hartford, Conn.	Springfield, Ills.
Hoopeston, Ills.	St. Paul, Minn.
Houston, Tex.	Superior, Wis.
Indianapolis, Ind.	Syracuse, N. Y.
Jacksonville, Fla.	Tacoma, Wash.
Joliet, Ills.	Terre Haute, Ind.
Kansas City, Mo.	Tipton, Ia.
Kokomo, Ind.	Toledo, Ia.
Kalispell, Mont.	Topeka, Kans.

Lansing, Mich.
Leavenworth, Kans.
Lincoln, Nebr.
Los Angeles, Cal.
Macon, Ga.
Miles City, Mont.
Milwaukee, Wis.
Minneapolis, Minn.
Mishawauk, Ind.
Mobile, Ala.

Urbana, Ills.
Vancouver, B. C.
Victoria, B. C.
Virginia, Minn.
Warren, O.
Washington, D. C.
Wausau, Wis.
Winterset, Ia.
Webster City, Ia.



Working the Newspaper Premium Selling Irons and Toasters via the Newspaper Subscription

In a middle western city about a year ago, a very successful appliance campaign was developed through the cooperation of the leading newspaper, which adopted the flatiron and toaster as premiums in a big circulation campaign.

It is standard practice for a newspaper to offer some inducement to subscribers, since they can afford to give away a good part of the subscription money for the benefit accruing from increased circulation and the better prices for advertising space that follow. In this instance, the central station purchased a large stock of special low-priced toasters and flatirons and resold them to the newspaper at cost, a price which was considerably below the figure at which they had formerly been selling such devices. The newspaper offered to new subscribers, the toaster or the iron, plus a year's subscription to the paper, for a very slight increase over the price they were paying for the device alone. It made an exceedingly attractive proposition to the public.

While the newspaper in question was the leading journal of the city, there was a competing paper from whom it wished to lure as many readers as possible. The offer of this electric device, plus a regular subscription for such a popular price, created much comment and interest throughout the community. Large space in each issue was devoted to featuring this subscription offer,

and a large number of the high school boys and girls were enlisted as agents to sell subscriptions on commission, this commission being the profit margin which the newspaper had added to the cost of the iron.

Hand-bills were delivered to every home in the city, present subscribers to the paper were invited to extend their subscriptions one year, and secure a flatiron or toaster, or to win a special prize by sending in the names of ten new subscribers, each of whom would also receive the premium.

This campaign resulted in the sale of several hundred devices, all of which went on the lines of the local central station and proved quite as profitable as a circulation builder for the newspaper.



Using the Movies

A Little Campaign That Has Proved Effective

Many central stations fail to appreciate the opportunity offered by the moving picture houses, to reach a large number of prospects and consumers, and interest them in the household uses of electricity. Lantern slides have been used for some time quite generally, but this does not go far enough. How a campaign may be carried on through the "Movies" was well illustrated in Brattleboro, Vermont, some time ago.

In this instance, Mr. C. M. Addis, Manager of the Twin State Gas and Electric Company rented for \$15, the leading moving picture house in that city, and took possession of it for the afternoon. The special posters and hand-bills which had been distributed aroused much interest, and though the seating capacity of the house was 650, 750 people had come before the police arrived and refused to permit more crowding. Fully 60 people were turned away.

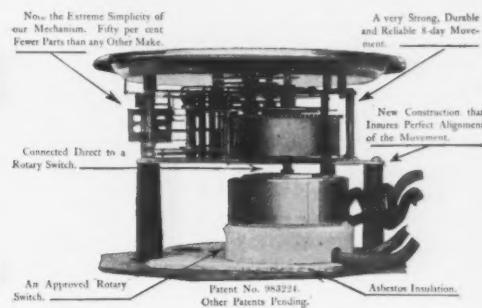
Mr. Addis had secured from several of the large manufacturers, a number of reels depicting the use of electricity in various ways. Some of them were semi-humorous, and all of them interesting. The perform-

Keep Talking Time Switch To Your Merchants

It brings you more profit from long hour window lighting.
It saves the merchant trouble and makes his window worth more.
Don't think that the A. & W. Time Switch is not an active revenue producer. It is, and we can prove it.
Every time you talk to a merchant, recommend the A. & W. Switch. You can depend on its satisfying him for years.
We guarantee perfection, and replace without charge any switch that fails to give at least a full year of satisfying service.

The A. & W. Electric Sign Company

CLEVELAND



ance began with the running of these films, and following this, Mr. Addis gave a short lecture on the household uses of electricity, in the course of which he demonstrated the various appliances. Near the beginning of his talk, for instance, he placed in an electric oven, a pan of dough ready for baking, withdrawing it at the close of his talk, a well baked and browned loaf.

The performance proved of great interest to the audience and was undoubtedly well worth the small effort and expense. Such a demonstration should be supported in every case by a succession of lantern slides which should be furnished to this moving picture house each week following, calling the attention of the audience to special sales at the central station shop, and in other ways reminding them of the benefits of electric service.



Wiring Free for Washers

A Plan That Has Won New Consumers

A western central station has offered to install wiring free to all purchasers of washing machines, this offer, of course, being sent only to unwired homes. The cost of running the service is computed to be about half the profit ordinarily secured from the sale of the washing machines.

Of course the current consumed by a washing machine is not great enough to be of any moment to the central station, but experience proves that any "opening wedge" which will result in the installation of service for any purpose whatsoever, sooner or later leads to complete electrical equipment. It is interesting to know that the washing machine represents a clinching argument to 1 6/10% of unwired homes for out of the first 1,000 names circularized, 16 sales were secured. The manufacturer supplied the circulars ready for mailing and the central station paid the postage.



"Blind Package" Deliveries

Sending Out Appliances by Express or Messenger

Several companies have utilized the express or district messenger to distribute flatirons and toasters sent out on trial. In each case the device is made up in a "blind" package, that is, not bearing the name of the central station, but simply addressed to the housewife. These packages are turned over to the express company or to the messenger service, to be delivered with all charges prepaid. In this way, signatures are secured for the packages, and in almost all cases, since there is no expense entailed, the box is signed for and accepted without opening. It is rare for one to be refused. A distribution of this kind should be made as nearly as possible within one or two days, so that the salesman may follow in about a week, and be sure that the prospect has had possession of the iron over ironing day, or that the toaster has been in the house long enough to have received a good trial.

When he calls, the salesman explains all the details of the device, talks the matter over with the prospect, and either makes the sale or urges a further trial period. Whether the iron is to be sold for cash outright or charged in the bill over a number of

months, does not affect the plan. It is found that in very few cases are such irons returned. The cost of delivery by messenger or local express should not run over ten cents per package when a large number are being handled. In some cases special agents are engaged to make these canvasses and are paid a fifty-cent commission on the sale of the iron. In one instance, out of 225 irons sent out, 202 were sold.



Private Appliance Demonstration

Indirect Selling Through the Aid of Social Courtesies

An effective departure in demonstration of electric household appliances has been used most successfully in Altoona, Pa., by the Penn Central Light and Power Company.

Central stations for long have sent demonstrators to talk before women social bodies and with much success, but one drawback has been that the spirit of commercialism which is apt to dominate, is not acceptable to all hostesses. In Altoona the plan has been to watch the society columns for news of afternoon gatherings, such as sewing clubs, literary clubs, card clubs and the like and calling on the hostess at once with an offer of cooperation. If she agreed, a man would be sent on the morning before the function to install a sufficient number of temporary outlets beneath the dining-room table and at the appointed hour in the afternoon, just before the refreshments were to be served, two attractive and well-dressed young women would arrive with a complete equipment of the necessary electric cooking appliances and proceed to prepare the refreshments in plain sight of the assembled company. These young women would be introduced simply by name, but it would be known that they came from the central station, and the innovation always proved interesting. Electric drills, toasters, percolators, tea-kettles and chafing dishes are used, and the young women being skilled cooks, soon prepared refreshments in a manner that won the approbation of all.

Invariably many of the ladies present wished to question the demonstrators in regard to the cost of the appliances, but the reply was always that they were guests of Mrs. So-and-so, and could not talk business, but they offered to call on the inquirer at her own home immediately, and give her all the information she wished. This little touch was impressive and won many friends, and such a demonstration was always followed by a considerable number of sales to women who had been present.



Campaign Signs for Contractors

A Device Successful in Dayton

During the course of a house-wiring campaign, it is most important not only to secure the strong cooperation of the electrical contractors, but to impress the public with the fact that all the electrical people are uniting harmoniously in the campaign, and build up the cumulative influence of the constant repetition of your message that comes from such cooperation. In Dayton, after the flood which ruined so many homes, the Dayton Power and Light Company inaugurated a spirited house-wiring campaign to take advantage of the natural

desire of the Dayton public to protect themselves against all fire hazards, and in the repairing and rebuilding of their homes, to secure all the comforts possible. All the local electrical contractors were enlisted in this campaign, and the central station installed on each one of their offices, a big electric sign reading, "Wire Now," a similar sign appearing on its own building.

Here is a thought that may be applied to many situations where cooperative selling activities are in action. It will pay the central station well to coordinate the entire movement by such a conspicuous and impressive mark.



Street Lights as Feature Stories

An Interesting Suggestion for Your Leading Newspaper

In Billings, Montana, several years ago, the *Daily Gazette* conceived the idea of making a series of feature stories, describing the day and night appearance of various parts of that city. The thought does not sound particularly attractive to the central station man, until he considers the lengths to which the newspapers are forced to go in the working up of special feature stories, and the amount of human interest which they inject into these plain descriptions of matters with which we are entirely familiar. In the Billings *Daily Gazette*, the staff photographer was sent out to take day and night photographs of the streets of the city, with the idea of showing up not only the modern street lighting, but the best installations of electric sign, outline and window lighting. Through the cooperation of the Billings and Eastern Montana Power Company, they secured in addition, considerable information in regard to lighting conditions in other cities, dug out their old photographs of Billings in former days, and by artistic arrangement of these illustrations, made up and featured a series of one and two page spreads that proved exceedingly effective and interesting.

These articles appeared in the Sunday issues and spread over a number of weeks, stimulating so much interest and comment that it resulted in the sale of a large number of electric signs and considerable additional decorative street lighting. Naturally, the central station followed up each issue with its selling men and took the profits.



The Good News Sign

Changing the Sign to Make Announcements

It has long been a policy of the New York Edison Company to erect on buildings under process of construction, big electric signs announcing that Edison service is to be used in the premises. The Rochester Railway and Light Company has devoted several big signs to public matters, welcoming conventions, advertising charities, etc., interspersing these with displays of its own. This policy can be profitably applied by any central station by the installation of a sign with changeable letters. Such a sign should be placed on the company's building and changed at least once a week, announcing in addition to sales of appliances, house-wiring campaigns and the like, such messages as the adoption of electric power by a big factory, the outlining of the large depart-

ment store and any news about new customers that may be interesting to the public and pleasing to the customer. Such a sign reaches a large audience and carries a wide spreading influence. It acts as a little campaign that maintains a constant pressure on the public.



A Campaign Through Friends Utilizing Directors and Stockholders

As a sales influence, stockholders and directors have been almost entirely ignored and neglected by the central station, and yet in many cases, these same men represent one of the greatest selling opportunities.

If you have stockholders located within the territory you serve, and if many of your directors are engaged in business locally, go to work quietly to gather information about these men. Make up a little file for your personal, confidential use which will tell you, as far as possible, who these men are, their business connections, and particularly, their good friends and their social affiliations. The same data can be secured on a number of the best friends among your consumers.

It will be found that among these men you have mediums for getting acquainted, in the most advantageous manner, with many of the big prospects whom you have been unable to do business with, and there is no reason in the world why you should not go to a director or stockholder, and lay before him the case of some big factory where electric power can be used to good advantage but has had no opportunity to demonstrate itself. If this director or stockholder is on intimate terms of friendship with the head of this factory, he can probably secure for you the opening that you want, and should be glad to do so. In a community where there are many local stockholders such a contact may be established with almost every prospect.

And such a campaign through directors, stockholders and best friends, may be made exceedingly productive, and, at the same time, will do more than anything else to establish a bond of harmony between your company and its stockholders, and impress them with your commercial activity and prowess.



Renting House-Wiring An Investment That Pays 7% Plus Consumption

In Franklin, Mass., last year the central station adopted a new policy of wiring already built houses on a rental basis, the idea being that it was good business to invest money in wiring, if it would pay 7% interest and win a new consumer. The offer was made to wire the house at the expense of the company, the consumer to sign a lease contract, agreeing to pay a monthly charge that will return 7% interest on the investment. Thus, if the wiring job cost \$35, the rental figured 21 cents a month added to the lighting bill. If the job cost \$25, then 15 cents a month was the rental return.

If the house was occupied by a tenant, the company endeavored to arrange the rental contract direct with the landlord. If the landlord refused to sign, the contract was made with the tenant. If this tenant moved out later on, the wiring remained in the house and the next tenant was called upon to sign a similar lease. In every case,

the tenant was urged to bring pressure on the landlord to get him either to assume the lease or to purchase the installation outright at cost, less 10% for cash. On these rental accounts, the monthly rental payment was considered strictly as interest and not credited against the original expenditure.

The plan was found to work satisfactorily and led to the connection of a large number of small houses that previously had been unobtainable because the cost of the installation was too great a barrier.

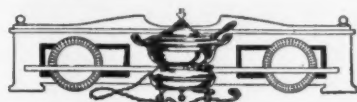


A Lecture Campaign Educational Addresses to Influence Public Interest

A number of the largest central stations, particularly in Boston and Providence, have been most successful in exerting the good influence of lectures before bodies of local men and women. Members of the selling staff have prepared talks on special phases of the central station work, and offered their services to clubs and societies for an evening lecture. In most cases, human interest has been injected by the preparation of lantern slides, and the lectures have been accompanied by demonstrations of one kind or another, so that both the educational and entertainment features are made conspicuous.

Lectures on how electric current is generated, distributed and applied have been given before engineering societies, rotary clubs, fraternal bodies, schools, colleges, merchants' associations, and men's church organizations. Lectures on household applications of electricity have been delivered before women's social clubs, in the schools and churches. Lectures on street lighting, electric vehicles and numerous other subjects have been arranged for by audiences of business men.

Everything, of course, depends on the care and good judgment used in working up the lectures, and a little effort spent in devising the lantern slides and demonstration features, means everything in the popular interest that will be displayed. It will be found that such educational lectures are eagerly welcomed and the people are interested. Such an opportunity to talk to a large body of representative citizens is worth an incalculable amount to the central station, for it makes more impression than an infinite number of newspaper advertisements, or many individual calls from the salesmen. And when reinforced by the regular publicity, and supported by the personal efforts of the salesmen, it can be made to produce mighty profitable business.



Window Lighting on Trial A Denver Scheme that Won Well

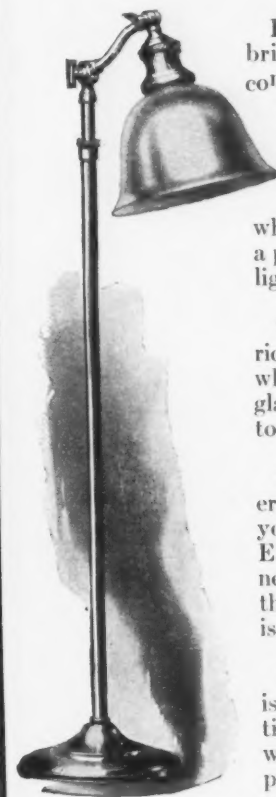
The Denver Gas and Electric Light Company won many window lighting contracts by making trial installations to demonstrate the advantages of better illumination. Wherever a merchant obviously needed better window lighting and was at a disadvantage owing to the ineffectual night display of his goods, a careful count was made before his windows to secure the

record of the amount of traffic passing the window and the number of passers-by who stopped to look at his display. The salesman then called upon the merchant, discussed the situation with him and offered to make a trial installation as a demonstration, expressing a willingness to let the answer rest on the good effect of the better lighting as evidenced in the increased number of people who would stop and examine his window.

The merchant will invariably agree to such a proposal, and in each case a wireman was sent to the store with instructions to install the necessary lights and follow the wishes of the merchant entirely, in their placement, so long as good illumination was obtained. This equipment was installed temporarily of course and in the easiest and most inexpensive manner, that would still give a proper distribution of light. Where no service was in the building, the installation was connected to the lines by means of a cable which would be carried out over the transom and cut in on an outside line.

Immediately another series of counts

A Portable Adjustable Chair-Side Reading Lamp



Electricity brings no greater convenience than this—an Emeraldite Lamp that will stand beside your chair—anywhere—and give a perfect reading light.

The shade is a rich green glass—white inside. No glare. It is kind to your eyes.

Show the Emeraldite Line in your salesroom. Every Home needs one. Get this business that is ready waiting.

The Emeraldite is widely advertised. Hitch up with this campaign and let us refer inquiries.

Write for Booklet illustrating 30 patterns of this popular lamp.

ORDER SAMPLES TODAY.

H. G. McFADDIN & COMPANY

38 Warren St.

Dept. M

NEW YORK

would be made to show the effect of the better illumination, and the evidence was laid before the merchant. This plan has won over many prospects who for long had withstood the efforts of all salesmen.



Trading Heating Appliances for Fans

A Scheme that Also Returns the Fans to Service

Down in the Southwest, where everybody needs a fan, they have developed a little selling scheme which, with slight adaptation, should be a winner anywhere. Credit for the idea, we believe, should be given to Louis Pettit, Jr., of The Albert Emanuel Company, utility operators, of Dayton. It was first tried in the territory of the Texas Public Service Company, comprising the towns of Gilmer, Mount Pleasant, Vernon and Bay City, Texas.

At the close of the hot season, when normally the electric fans would be put on

the shelf, the Company sends out a postcard announcement, offering to trade new heating appliances for old fans. The heating appliances are traded at list prices for fans at a small discount. About 200 fans were taken in at the close of last season on this basis.

As soon as the hot weather comes again, the customer requires another fan, and calls on the lighting company to know whether one can be procured at second hand. In the meantime, the company has overhauled the old fans, tagged each one with the name of the original owner, and stands ready to sell it back at the same price allowed for it the previous autumn.

As a result, the company keeps the fans going all summer and heating appliances going all winter.



Slogan Sign Campaign

Details of the Most Successful Practice

The slogan sign is generally accepted as an unusually good vehicle for a central station campaign of cooperation, and so many slogan signs have been installed within the last few years, attended by popular celebration, that it is hardly necessary to go deeply into the details. The most successful practice has been to first enlist the interest of the newspapers and the Board of Trade in the adoption of a slogan for the community.

The first steps toward arousing this interest should follow the same general course recommended in the organizing of cooperative street lighting campaign on page 205. In this case, however, newspapers must play the more prominent role. The Board of Trade and the newspapers should offer a cash prize for the best suggestion of a slogan for the city. The central station can contribute if it wishes. This offer will be widely advertised through the newspapers, and as the slogan suggestions come in they will be published and discussed in the press until the interest will become general throughout the city, and hundreds of suggestions will be received. This has been done successfully in so many cases that it can absolutely be counted on.

When the time limit for suggestions expires, several prominent citizens, appointed as judges by the Board of Trade, will take the slogan suggestions and by the process of elimination reduce them to two or three of the best phrases. The newspapers will then call for popular votes, printing a coupon in several issues. The slogan will therefore be chosen by popular election.

Following the adoption of the slogan, the central station has invariably built the slogan sign at its own expense and presented it to the city for erection on a prominent site selected by the Board of Trade. The initial lighting of the sign should be attended by ceremonies of the same character as recommended in the cooperative street lighting campaign, and it will be found that the public interest will be no less intense. In many cities the lighting of the sign has been celebrated by street parades, and always, there are speeches by prominent citizens and the switch lighting the sign is thrown by the mayor or governor, and a band concert follows. In every case this slogan should be made a feature of a booster campaign on the part of the Board of Trade and central station to secure new industries for the city, and it will be found that much popular interest will be developed.

There is no question of the benefit which

the central station will receive from such a slogan sign campaign. Invariably it has stimulated so much general interest in the subject of electric advertising, and impressed the merchants so strongly that the central station has been enabled to follow the lighting of the slogan sign with a spirited sign campaign and increase the sign load materially. The high standard of electric advertising established by the slogan sign wets the appetites of the big merchants and stirs the envy of the smaller men. No company should hesitate to make the investment necessary for the purchase and erection of the sign to be presented to the city, for it can have absolute assurance that the sign business which will follow the slogan campaign, will bring net benefits worth while.



Ohio State Convention

The twentieth annual convention of the Ohio Electric Light Association was held at Cedar Point, July 22nd, 23rd and 24th. There was a large and enthusiastic attendance, and an unusual number of ladies were present this year. In addition to the committee reports, several features were of particular interest. A lecture on the Welfare Work in Industry was given by Dr. Thos. Darlington, an address on Indeterminate Franchises by the Hon. Halfred Erickson, and an address by H. J. Gonden on Municipal Ownership. Mr. Gonden's address was a very severe analysis of conditions as revealed by some fifteen investigations of municipally operated electric light, gas and water utilities in the State of Ohio, during the last four months. He stated that in practically no case was it found that the whole truth regarding the municipal utilities under investigation had been told to the voters, such items as taxes, depreciation, and sinking funds being almost invariably omitted and alleged profits computed solely on the basis of cash received and disbursed.

The sessions of this year's convention were marked by particularly well sustained discussions, and the scope of the reports and papers covered the breadth of the industry. The good work of Secretary Gaskill has been rewarded by the development of a greater degree of practical cooperation, and its benefits are already conspicuous.

The following officers were elected for the coming year:

President, C. V. Hard, Wooster; vice-president, W. J. Rose, Alliance; secretary-treasurer, D. L. Gaskill, Greenville. Executive committee—F. J. Derge, Toledo, and L. C. Anderson, Middletown.

B. G. Campbell, formerly with the Jackson (Mich.) Gas Company, has been appointed assistant to the general manager of the Springfield (Ill.) Railway and Light Company.

A. C. Ford has been appointed manager, treasurer and secretary of the Virginia-Western Power Company, Ronceverte, W. Va., formerly the Consolidated Light and Power Company.

Hance Newland has been appointed manager of the Forest City (Iowa) Electric Light and Power Company, relieving President Frank Kellogg, who formerly also performed the duties of that position.



"American Beauty"
Electric Iron
The Best
By Ironing Board
Test

GUARANTEED FOR
ALL TIME

American Electrical Heater Company
1335 WOODWARD AVE.
DETROIT MICHIGAN U.S.A.
OLDEST AND LARGEST MAKERS



"Civil Service" in the Central Station

In the New Business Department of the Toledo (Ohio) Railways and Light Company, an interesting examination was recently held to ascertain the comparative fitness of the lighting salesman for transfer to the Power Department. The examination was not compulsory, but all the members of the department were privileged to enter if they wanted to undergo the test, and wished to be considered for the broader opportunity. All the men but two applied at once and took the examination. The questions were as follows:

1. State your name, age, length of service here.
2. Give your experience in selling, generally, and add experience selling gas and electricity.
3. What is your ambition? That is, what position do you hope to ultimately make your life work?
4. Are you married or single?
5. What line of work do you appear to be most successful in handling?
6. Why are you with this company?
7. Should you receive appointment to power department, how will you improve yourself?
8. When customer tells you your point of argument is not correct, what is the best procedure?
9. What are the principle necessary qualifications in a salesman?
10. How do you gain an interview?
11. How long will you wait, if man you wish to see is busy?
12. What is a kilowatt hour? Give explanation you would use with a prospective customer.
13. What is the relation between a kilowatt and a kilowatt hour?
14. How many 16 cp. carbon lamps burning one hour will use a kilowatt hour of current?
15. What is the wattage of an 80 cp. Mazda lamp?
16. What size sign transformer should be used with a sign equipped with 100-4 cp. 10 volt Mazda lamps, wired in multiple?
17. What is the earnings of a kilowatt connected in sign lamps per year on the flat rate here, regardless of renewals and painting?
18. What is the average earnings of an ordinary six-room-dwelling a year, at 10 cent current rates, family of four, with flatiron, toaster and vacuum cleaner included?
19. What is a fair cost for wiring such a house with ordinary fixtures, not taking appliances into consideration?
20. What is the cost per span of pole line construction for residence extension, of ordinary three wire secondary? Do not consider transformers.
21. What return should be expected from the investment for a line extension in residence district?
22. How much energy is required by: a flatiron; a Hot Point toaster; an Ohio Vacuum Cleaner; an El Glostovo?
23. What is the average cost of using an electric flatiron, per month, where ironing takes five hours one day a week, current 10 cents, iron used, Hot Point?
24. What is your best argument for electric advertising?
25. What is your best argument for commercial lighting?
26. What is your best argument for residence lighting?
27. Why is central station power the most desirable?
28. How many uses can you give for electric motors, outside of factory work?

29. What is the relation of a horse-power to a kilowatt?

30. Give cost of operating a 3 horse-power motor two hours a day per month, in a printing office with current at \$2 per horse-power connected, plus 2 cents per kilowatt hour.

31. What is meant by maximum demand?

32. Which is best and why—a gas engine or an electric motor?

33. What are the main advantages of electric motors in your opinion?

Eighteen of the Toledo men took this examination, the papers were sealed and marked as in a civil service examination, the ratings of the papers ranging from 64½ to 100%. The 100% man landed the job.

A great deal of enthusiasm was shown among the contestants in this examination, and a request has come voluntarily from them that such examinations be made a regular feature of the year's work. They feel that it will serve as a sort of mental stock-taking, pointing out to the members of the sales department, the breadth of knowledge which they should possess, and both the shortcomings and proficiency. Plans are being made towards a regular series of such examinations for all members of the Toledo Sales Department.

National Electric Contractors' Association Convention

The 14th annual Convention of the National Electric Contractors was held in Detroit, July 15, 16 and 17, and was the most important and enthusiastic Convention the Association ever held. The attendance numbered over 450, more than 200 members being present. A large amount of important business was transacted, including the adoption of a code of ethics and other matters relating to wiring practice. T. I. Jones, general sales agent of the Edison Electric Illuminating Company of Brooklyn, addressed the Convention at the business session on the afternoon of July 15 and discussed the relation of the electrical contractor and the central station. Mr. Jones made a strong appeal for greater interest and activity among the electrical contractors, declaring himself strongly opposed to central stations selling these devices at a lower price than will enable the contractor to participate in the business. The following officers were elected for the coming year:

President, John R. Galloway, Washington, D. C.; first vice-president, J. C. Hatzel, New York City; second vice-president, W. L. Hutchison, Kansas City; third vice-president, John C. Rendler, Los Angeles; treasurer, James Hilton, Syracuse, N. Y.; secretary, George H. Duffield, Utica, N. Y.; sergeant-at-arms, J. C. Sterns, Buffalo.

A Miniature House Electric

A most attractive house electric has been on display at the Building Material Exhibit in Chicago, at the booth of the Commonwealth Edison Company. This is a complete miniature house, both exterior and interior being shown and equipped in every way with miniature furniture and appliances on proper modern scale. The interior of the house is seen from the open back of the cottage, and the electric equipment is complete in every way, including ceiling and side-wall fixtures, base-board receptacles, a vacuum cleaner, an electric range, a luminous radiator, a flatiron, a toaster, heating pads, etc., all these devices having been contributed by the manufacturers specially modeled in miniature.

Two New Booth Attractions

At a recent Electric Show given by the North Adams (Mass.) Gas Light Company, two interesting novelties were featured most successfully. In one case a large chart was erected bearing the names of the different household devices, and against each name was a red lamp, while at the bottom appeared two meters, one to show the cost per hour and the other, the watts demanded for the appliance on test. This was used in the demonstration of household appliances. Whenever an appliance was connected, the red lamp on the board and the meter dials indicated the details of its cost of operation.

The other novelty consisted of a large clock with a single hand, driven by a fan motor, controlled by a time-switch. On the clock was a dial with numbers from 1 to 400. The motor was started and the hand whirled around, and then as the time-switch cut off the current, the motor gradually slowed down and stopped with the hand pointing to some numeral on the dial.

In the meantime, each person entering the hall was given a card bearing a number and he was informed that the clock was set to choose a number at a given hour, whereupon the holder of the lucky number would be entitled to receive his choice between two appliances and a table lamp.

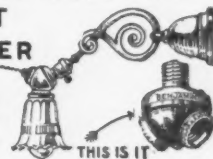
Mr. William Gould, for some time with the New York Edison Company as Manager of the Bureau of Special Canvassers, has severed his connection with that Company to become General Commercial Manager of the Gas and Electric Improvement Company of Boston. This is a holding company operating utilities in various parts of New England. Mr. Gould will be remembered by the several articles which have recently appeared in *Electrical Merchandise* under his name, on the subject of training, operating and conserving the employee.

Vacuum Cleaners for Pullman Cars

Four motor driven vacuum cleaners are in service by the Pullman Company in Memphis, and are in constant use in cleaning out Pullman cars that come to that city. Their experience shows that two men can clean a car by this method in two hours. The machines are first used as blowers for removing the dust and dirt from the ceilings and corners, whereupon the air current is reversed and the dirt is removed.

BENJAMIN TWO-LIGHT PLUG CLUSTER

For Doubling the Capacity of Your Sockets Without Extra Wiring



It just screws in—and the work is done. You have one light, but want two. Or you want to run an extra wire to another point for connecting some electrical appliance—fan, heater, curling-iron, flatiron, chafing dish, etc., and still keep your light burning. You need not rewire the place to do it.

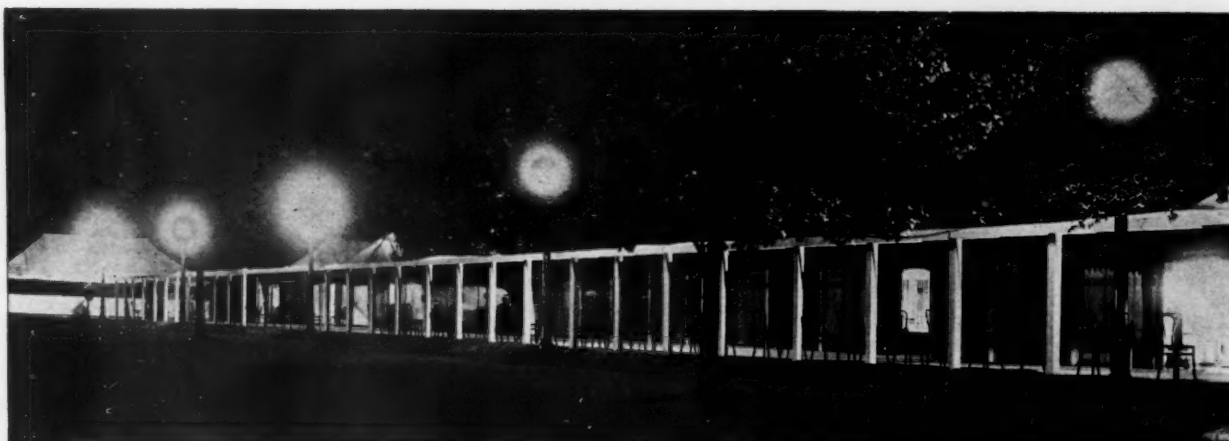
Benjamin Plug Cluster Does the Work of Two Sockets.

For sale by all Electrical Dealers

BENJAMIN ELECTRIC MFG. COMPANY

120-128 So. Sangamon St. CHICAGO





Pleasure resorts and camping grounds are good prospects for the National "big fellows."

Are You Getting Your Slice of This Profitable Business?

The revenue of almost every Central Station in America is showing a material gain. Electrical Jobbers, Contractors and Dealers everywhere are realizing unusually good profits. Why? Because the new double-efficiency National MAZDA lamps have met with an extraordinarily quick and widespread adoption.

NATIONAL QUALITY MAZDA LAMPS

Just now there are big opportunities for immediate sales of the "Frontlite" units with 1000, 750, 500 and 400-watt National MAZDA Multiple lamps for the exterior lighting of theatres, hotels, restaurants, garages and stores. Excavation and construction work, railroad yard and platform lighting offer an immense field for the big multiple units.

A 1000-watt "Frontlite" unit gives any Central Station as much revenue as three average residences. Its load factor is far better and the sales expense of getting it on the circuit is only \$2.00 or \$3.00.

For street illumination the new 20, 7.5, 6.5 and 5.5 amp. high efficiency National MAZDA series lamps are ideal. They range in candle-power from 60 to 1000. The Commercial Development and Engineering Departments of the National Lamp Works will help in engineering such installations.

EBBETS FIELD

56 Bryan-Marsh 1000-watt "Frontlites" light the entrance to this big Brooklyn ball grounds—a 56 kw. load for the local central station, and a nice profit for the local electrical contractor.



NATIONAL LAMP WORKS

OF GENERAL ELECTRIC CO.
NELA PARK CLEVELAND

Member Society for
Electrical Development—
"Do It Electrically"



ELECTRICAL MERCHANDISE AND SELLING ELECTRICITY

AUGUST, 1914

HOPE—THE EXCITER

Hope is the great stimulator that produces most of the big men and their achievements. The hope and prospect of a cumulative success fires the brain to eagerness and strengthens the muscles to accomplishment. Every man wants to win. If the opportunity seems out of sight and reach, his heart beats a monotone; but if hope is held forth to him some measure of success is bound to follow, just because he makes it. And so he wins. And when a man wins once he wants to win again and usually he does.

The Toledo innovation reported elsewhere in this issue, is interesting. In brief, a new man was wanted for the power department, and all lighting salesmen were invited to contest in an examination, to establish which man among them was best mentally equipped to take the bigger work of selling power. Their qualifications as to temperament and personality were known but their ability to meet the test of varied questions encountered unexpectedly, was not known; and it is doubtful if there are many other central station salesmen, who actually have the accurate measure of the ability of their men to meet all demands for information and satisfy all critics. So in Toledo they set to work to find out things.

The examination covered a wide range and sounded the depths and laterals of the mental mind. And well near the whole Toledo sales staff applied for the test, to find out for themselves what they knew, and to win the chance to demonstrate it. And some were marked high and some low, but the man who earned the power job, turned in a paper that merited the mark—100 per cent. The Toledo salesmen have now asked that this examination test be made a regular periodic feature of the year's work, and it is so planned in the interest of both men and company. There will be hereafter, something like a civil service system in this sales department.

Men who test out less than 100 per cent are not safe salesmen for the central station. Did you ever think of that? The 70 per cent man who makes weak answers to four questions on the examination paper, will make weak answers to the prospect. He

does not know better. Can you afford to send him out to speak for you and risk the blight that follows unpreparedness and inefficiency?

And when you need another power man or another expert in any work, where do you surely find him? Do you pick some smaller man and *try* him or do you promote the best you have because you *know* him? But you do not know a salesman well enough, because you like his personality; you must take stock in his mental storehouse first, before you know what goods he can deliver.

Also, how do you hold out to your men the hope that makes them strong? To tell them that good work will be rewarded is not enough; that shows no security to the man's eyes. To make periodic increase in remuneration is not enough; that stimulates no eager effort for self-development. You must show your men some way to win and win continuously both from each other and from past records.

Hope is the great exciter. Give your men good hope in a concrete, cumulative, incontestable form that will show a man up even as he is and place him where he should be. We need more civil service systems in the sales department, more honest, free and comprehensive proofs of competency.

MENACE IN THE MOVIES

A week or so ago a central station salesmanager dropped into a moving picture show one evening and received a rude shock—L. J. Wilhoite, Contract Agent of the Chattanooga Railway and Light Company was the man, and the reel he saw was called "A Woman's Laugh," a "Selig" production.

"In the unraveling of the plot," to quote Mr. Wilhoite, "it became necessary to dispose of one of the leading characters and in order to do this a breakdown in the substation was staged, and the unfortunate victim, while using an electric teakettle in his home, was instantly killed by the electric shock ostensibly resulting from the breakdown."

Of course, all this is most amusing to any one, with knowledge of electricity, and the absurdity of such a far-fetched and unnatural calamity; but to Mr. Wilhoite, sitting in the midst of several hundred of the very people whom he has been striving to educate to the use of just such appliances, there was little of levity about it. Here was a "capacity house" watching with eager interest a "feature play" that had been widely advertised and for which they had given their money and their evening. They saw the interior of an electric power station. An accident happened. Something broke. It was apparently an unavoidable accident and therefore possible in any other station—their own in all probability. And they saw a man struck dead, on the screen before their eyes, because he chanced to be using an electric tea-kettle at the moment of this accident at the other end of the wires.

Mr. Wilhoite raises his voice in protest against the menace of such a misrepresen-

tation in the "movies." He has appealed to *Electrical Merchandise* to sound a warning, and in turn, *Electrical Merchandise* has importuned both the National Electric Light Association and the Society for Electrical Development, to use all influence with the National Board of Censors, to the end that such untrue and unjust films may be corrected or condemned. Both the Association and the Society have expressed their natural interest and intention to take immediate action. But there is one other thing that should be done locally by every central station.

The things that we see enacted by living men and women make an infinitely longer and stronger impression than the things we read about. Let a thousand people go to the movies and see a man killed by an electric tea-kettle (with the assigned reason plausibly explained) and hundreds of those people, in telling the story, will say—"I didn't suppose you could get a shock from one of those appliances—Can you really?" And in too many cases the answer will be "Well, I don't know. Electricity is funny stuff. It's all right when nothing goes wrong, but I don't suppose they would dare show that film if it couldn't happen." And more harm will be done in one week by the hurtful influence of that thought than you can overcome among those people by the helpful influences you exert in many months.

The movie people should not dare to run a reel like that in your town and *will not want to*, if they are friends of yours. They are decent white men who will not wittingly strike a body blow at the business of a good friend. And you have every opportunity to stand as more than a good friend to your local picture houses, for you are already both creditor and customer.

You sell the movies light, power and electric advertising—each invaluable to them. You and your family, your employees and their families all patronize these shows. You should be paying them money for the featuring of your lantern slide and an occasional electric reel. You have ample occasion to establish the intimate friendly touch.

We will hope that the Board of Censors will be influenced to forbid all reels that kill their villains by means of the electric home comforts; but the central station can be best protected by the men who operate the local shows, and who should ever be its good friends, well disposed.

THE CAMPAIGN PLANS

The contributed stories of successful selling campaigns which are being received in response to the prize offer announced last month give good promise. Already many stories of successful campaigns have been received from men who, unfortunate though it be, are usually too busy to find time for writing, even though the spirit of co-operation may be strong in them. We believe that this gathering of campaign plans will be a real service to the central station selling men, and urge each company to participate if they have a thought to offer, even though the work may call for some slight inconvenience.

The Lighting of Interurban Highways

Abstract of the Report Presented Before the Philadelphia Convention

(COMMITTEE ON THE LIGHTING OF INTERURBAN HIGHWAYS: GEORGE B. TRIPP, Chairman; C. G. M. THOMAS, N. R. BIRGE, C. A. B. HALVORSON, H. J. GILLE, C. N. STANNARD, E. S. MARLOW, S. M. KENNEDY, P. S. YOUNG, R. S. WALLACE, WILLIS MACLACHLAN, F. D. PEMBLETON.)



THE lighting of interurban highways presents to the engineer an interesting and difficult problem, due to the large number of diverse factors encountered in arriving at a satisfactory solution, not only from the point of view of the illuminating specialist but of the commercial man as well. In general, the requirements of but two classes need be considered, drivers of horse-drawn vehicles and motorists. Illumination which would be considered satisfactory and safe for the slow and sedate progress of the former would hardly suffice for the latter, if, by adequate illumination, we mean surface lighting of sufficient intensity to enable both to proceed in safety without resorting to the use of powerful headlights.

We are continually reading of serious night accidents involving the automobile usually with a horse-drawn vehicle or a motor cycle, which statistics show could have been avoided had adequate illumination been provided. Consequently, we must assume at the outset that illumination suitable for motorists proceeding without headlights, would naturally establish a relatively high standard of illumination and, as a matter of fact, a much higher standard than that necessary for drivers of horse-drawn vehicles.

With the silhouette principle of lighting, the ability of the eye to see objects clearly a sufficient distance ahead to avoid collision is greater than with any other type of illumination.

In the opinion of your Committee, a non-uniform illumination at low intensities is more desirable for highway lighting than one uniform, assuming that the minimum intensity in each case is about equal, but the average intensity higher in the case of the large units than when low candle-power units are employed.

A serious objection to low intensity lighting on roadways is the glare of approaching automobile headlights which tend to destroy the adaptability of the eye to low intensities. Therefore it is desirable to obtain the elimination of the glare from the automobile headlights on those boulevards and highways which are used greatly at night for pleasure driving or otherwise, and this can be accomplished only by illumination of the kind described above. Then with the general adoption of the electric automobile headlight with its ease of control, and the enactment of suitable legislation regulating the use of powerful headlights, great improvement along these lines may be expected.

The character of the country through which the highway passes and the nature of the road surface determine largely the standard of illumination which should be adopted. If a low standard is adopted, the casual motorist will necessarily have to depend on his headlights for roadway illumination.

On the other hand, improved roads, such as State highways which run through many of the States, are to be considered and since the principal use is the motorist, a higher standard of illumination must be adopted and proper surface illumination must be provided so that the use of headlights may be carefully restricted, thus contributing greatly to the comfort and safety of all users of the highway. It is now an established

fact that both types of illumination may be satisfactorily and economically combined and examples of each type of such lighting are found in the country to-day.

In order to intelligently select satisfactory lighting units for each class of illumination, your Committee inspected many miles and kinds of highways lighted with different units and under different conditions, where practically every modern type of illuminant was observed. These included vacuum and new high-efficiency Mazda lamps in sizes ranging from forty candle-power upwards (including the high-current half-watt lamps), arc lamps of various types and candle-power including the new magnetite arc lamp of 900-1,000 candle-power consuming 300-320 watts at terminals.

The Committee here schedules and classifies the various types of interurban highway lighting found in use, as follows:

- A. Low intensity illumination (100 cp. units spaced 250 to 300 feet apart.)
 1. Invisible light source—deep reflector—found undesirable.
 2. Visible light source.
 - a. Prismatic reflector with metal reflector—highly effective.
 - b. Bare lamp—bad.
 - c. Dished radial wave reflectors—good when lamp is enclosed in diffusing globe.
- B. High Intensity Illumination (Arc lamps and Mazda above 100 cp.)
 1. High efficiency Mazda—good results from sizes 250-1,000 cp.
 2. Luminous or magnetite arc lamps—recommended with diffusing globes.

The report continues—

The small units should not be installed over 18 feet and preferably 15 feet above the surface of the road (unless the lower height is objectionable on the score of interference from loaded farm wagons) since the illumination is of very low intensity at the outset and increased mounting tends to decrease its effect. The spacing of such units should not exceed 300 feet, and a distance between lamps of 250 feet would be preferable.

Refractors should be used, wherever possible, particularly through the center of villages, towns, boroughs, etc.

High intensity units, whether in the form of arc lamps or high efficiency Mazda lamps should be suspended from 20 to 25 feet above the road and on one side, not "over the center."

The character of the road surface, the amount of travel and other conditions peculiar to a particular territory should be taken into consideration before any definite spacing or height of lamps above road surface is absolutely determined. The result of our inspection trips, however, indicated that the maximum spacing should not exceed 500 to 1,000 feet, depending on the candle-power and arrangement of reflectors or refractors and globes.

Every suburban and interurban highway that is not adequately lighted offers an opportunity for the installation of such of the lighting systems suggested in this report as are best suited to the local conditions. The greatest opportunities are offered by the highways frequented in the main by automobiles and horse-drawn vehicles.

Even though the need of adequate lighting is recognized, comparatively few people have any idea of the best methods of lighting different kinds of roads. Therefore, in order to accomplish the correct installation

Before You Start Your Next

FLATIRON CAMPAIGN

Let me explain an idea I have developed for selling irons in YOUR city. Relieves you of the expense and labor of soliciting, collecting and maintenance. Costs you nothing if not successful. Write

17 Madison Avenue,
New York.

James B. Rae, Jr.

of highway lighting, it will be necessary to do a large amount of educational work with the public generally and with the various lighting committees of civic and municipal bodies.

Such educational work should emphasize the danger of accidents and robberies that might occur as a result of the present inadequately lighted roads; the danger to vehicles from the searchlights on automobiles now made necessary by the present inefficient lighting and the fact that searchlights would be unnecessary if the roads were properly lighted; the fact that good interurban highway lighting tends to make the outlying localities safer and more livable, and thus helps to form in the minds of the people of the rural districts, some idea as to what constitutes adequate lighting and wherein the advantages of the proposed plan are worth the possible increased cost.

We suggest that the quickest and most effective method of accomplishing the educational work would be a series of newspaper articles, addresses before boards of trade, municipal and county committees and automobile clubs and personal work with individual members of the various committees. It is possible that the educational work might be more convincing and more effective if promulgated under the auspices of one or more committees of clubs.

For the purpose of substantiating the claims for the proposed lighting system,



George B. Tripp, Chairman

it would seem advisable to install a demonstrating installation on a suburban road, where the public and the lighting committee could see for themselves the marked advantages of the proposed plan over the old plan of operation.

After the installation is made, in addition to carrying on a certain amount of publicity in the newspapers for the purpose of interesting the public generally, special efforts should be made to interest the various members of boards of trade or other commercial organizations, civic clubs and societies, as well as the various city and county officials. It should be arranged to take the members of these various bodies to view the installation at night, when they can see for themselves the improved lighting and the consequent advantages offered by the proposed system.

When the interest of the public and the members of the various bodies has been sufficiently aroused, the central station should then come forward with a complete plan and proposal for lighting the various suburban and interurban roads and submit the proposal for adoption to the municipal or county authorities.

If the line passes through several townships, the same plan should be carried out with each municipal subdivision.

The charges for this class of business must

be comparatively low and as most of the cost will be due to investment and overhead charges, it is essential that every effort be made to secure lighting, power and appliance business from houses and farms along the lines.

There is every reason for believing that farmers will be glad to secure electric service. This is evidenced by a demand for such service already exploited by a number of enterprising central-station companies, and also because, as we all know, such service offers the farmer and suburban resident a more efficient and more economical method of doing some branches of their work than any other.

Obviously after such highway lighting lines have been installed, the cost of commercial line extensions will be greatly reduced and it will be possible to obtain business heretofore made prohibitive by the cost.

The installation of adequate highway lighting also tends to develop sections that would otherwise remain undeveloped for a long time, which development means more business in many directions. Because of this fact interurban lighting will probably receive the support of property owners and real estate operators along such lines and this will materially assist the central-station company in securing rights of way otherwise not obtainable.



An Emergency Helps

By C. S. EMMERT
Commercial Department, Colorado Springs (Colo.)
Lt. Ht., & Pr. Co.

I find that it is well worth while to keep posted on any of our customers and prospects who are harassed by rush work.

Recently I have been talking to a cabinet worker and found that he was over-worked and worried by a piece of fine cabinet making that had to be completed within a given time. One of the problems was his inability to rush the drying of successive coats of paint. I suggested the use of electric fans, and we found that it was possible to cut the paint drying time in half. It saved him two days out of the week, and several fans are now running day and night in his shop, as a result.

It is not hard to learn of such cases as salesmen go about, and occasionally it pays well.



Prizes for Prospects

By H. E. YOUNG
Sales Manager, Minneapolis General Electric Company, Minneapolis, Minn.

In a series of four large newspaper advertisements, (each ten inches deep and four columns wide), the Minneapolis General Electric Company offers appliances free to anyone who supplies the name of a prospective customer for house wiring.

The appliances offered are flatirons, toasters, disc stoves and percolators—the last named appliance being given for two "leads." Anyone may secure all four appliances by sending in a sufficient number of names, provided the Company's salesman closes the house-wiring contracts.

Band Plays by Window Light

Thomas J. Smith, who is in charge of the office of the Denver (Colo.) Gas and Electric Light Co., during the evening hours, reports an amusing incident of recent occurrence.

A band that was just organizing and evidently not in a position to hire a hall, discovered that the light from the lavish illumination on the exterior of the ten story Denver Gas & Electric Light Company building illuminated Champa Street (a side street) with sufficient brilliancy to permit the reading of music. Accordingly, they took possession of a portion of the street after the traffic had thinned down somewhat, and held their practice. Their leader announces his intention of practicing nightly in the light of the building until the band can establish itself, and have a home of its own.

The Freeman-Sweet Electric Company, of Chicago, have just opened a very attractive retail shop at the corner of South Dearborn and Harrison Streets. This Company has long been known as one of the leading contracting firms of the middle West, but has never before engaged in the sale of electrical merchandise. The new store, second only in attractiveness to the Commonwealth Edison Company's famous Electric Shop, will be an important factor in the electrical development of Chicago, and reflects great credit upon the initiative of Mr. Ernest Freeman.



READ THE DOLLAR IDEAS IN THIS ISSUE

Why don't you send
in some of your own
BRAIN THROBS?

Every time you Ring the Bell,
we send you a Bright, Young
Dollar Bill.

Write us a letter today and
tell us the Good Schemes
you have used to Win Sales.

They are Dollar Ideas—
Every One Worth a Dollar
Bill.

Electrical Merchandise
17 Madison Ave., New York City

Plans for the Education of Salesmen

Abstract of the Report Presented Before the Philadelphia Convention

(COMMITTEE ON EDUCATION OF SALESMEN: F. C. HENDERSCHOTT, Chairman; FRED R. JENKINS, Vice-Chairman; R. H. BALLARD, F. S. BALLYEAT, J. A. BRITTON, C. A. S. HOWLETT, A. LARNEY, H. D. SHUTE, W. M. SKIFF.)



MEETING was held in New York on December 5, and, after a general discussion of the scope and work of the Committee it was unanimously agreed that an effort be made to ascertain, through a letter to all Class A members of the National Electric Light Association, whether or not they desire to institute educational work on behalf of their employees, and in what manner this Committee could best serve them, and then proceed as the replies indicated would be best.

Forty-two Class A members desired courses compiled, published and sold through the Commercial Section. Thirty-six desired courses compiled and given by the correspondence method. Fourteen declared that either method would be acceptable. Five desired a series of lectures by authorities on the subject of Salesmanship As Applied to the Electrical Industry. The following is a further compilation of the replies received:—

1. One company expresses a desire for some sort of an employment bureau to aid smaller companies in securing desirable employees.

2. Several companies which advocate the correspondence method also advocate a certain amount of class work to be done locally and supervised by the managers of sales departments.

3. One company makes no recommendations but states it is interested in the final recommendations to be made by this Committee.

4. Two companies (one Canadian and one American) consider they are too small to be considered in any scheme for educating salesmen.

5. One company advocates educating salesmen through their own departments with the assistance of the Commercial Section and trade journals.

6. One company objects to having its employees take an educational course through any committee on the grounds that, owing to the smallness of the company, it would be better for them to employ people (presumably representing some educational institution) to do the work for them.

7. One company (located in Mexico) believes conditions there are so different that any courses prepared by the Committee would not be suitable for its purposes.

8. Many companies which favor correspondence courses would have these prepared and for sale by the Commercial Sec-

tion and given by correspondence school method.

9. One company suggests the following plan for carrying out the Committee's work: 1st—Knowledge and information of what is to be sold.

2d—General ways and means used in selling the articles.

10. One company is now getting out courses for the education of its sales department employees, but desires to turn the work over to our Committee, believing we could render better service than they are able to maintain.

11. One company outlines the following courses: illuminating engineering, electric heating, power, advertising, rates, salesmanship and public policy.

12. One company is opposed to our Committee undertaking educational work on the ground that it will mean too much work



F. C. Henderschott, Chairman

for the Committee. This work, they state, might better be accomplished by the already organized correspondence schools.

13. One company says it is so small it does not feel it is desirable to attempt to increase its efficiency through the use of any educational courses.

14. One company desires correspondence courses supplemented by an information bureau, from which immediate advice could be secured.

15. One company refrains from suggesting any method, but states if any educational system is devised it will probably avail itself of the instruction offered.

16. One company states the Committee should not undertake to give instruction by correspondence school method, but thinks the Committee should prepare a well-balanced program covering educational work and should provide regular instruction at stated periods to be given by a paid instructor.

17. One company requests: first, that the *Solicitor's Handbook* be carefully revised; second, that a correspondence educational course, similar to that of the Commercial Gas Association, be provided; third, that a competent lecturer be provided, available to those who care to arrange for his services.

18. One company does not feel competent to suggest method, but thinks that consideration should be given to the smaller companies which do not have the advantage of specialists in particular lines.

19. One company states its problems and asks for advice. It is most interested in increasing the sale of electrical appliances (the data desired was furnished). This company, however, is interested in educat-

ing its commercial men, but is undetermined as to what would be the best plan.

20. One company states that the Salesman's Handbook enlarged would be very helpful to smaller companies.

21. One company suggests the establishment of a scholarship as a reward for a course of instruction, the holder of the scholarship to have the opportunity of receiving instruction at the works of the manufacturer.

22. One company believes we should copy the system used by The National Commercial Gas Association.

23. One company does not feel competent to suggest a best method, but trusts the Committee will continue its work and establish educational courses.

24. One company believes that a course consisting of a number of papers on principal topics, somewhat along the lines followed by the "Trustees Gas Educational Fund" student course, could be arranged.

A letter from Mr. A. C. Einstein, vice-president and general manager of the Union Electric Light & Power Co. of St. Louis outlined the educational work which his company is carrying on:

"I might add that at the present time we have about seventy members enrolled; we have held two examinations, promoting some members to higher classes and placing others in lower classes, according to standings.

"Our class work has been productive of much good and has enabled us to know the capability of men to fill certain positions.

"The class work has shown very conclusively that it is possible for a central station company to have men employed to represent them who from all appearances are able to handle business properly but these same men when put to the test of class work we have found cannot even figure fractions, although they have been considered successful business getters. We are analyzing carefully the relation of this class of work and the knowledge that accrues through it to our employees to the actual results attained by these salesmen. Personally I have come to the conclusion that in some instances the class work materially improves results from a business-getting standpoint, and on the whole I am fairly convinced that even such men who are good business getters, although the class work may not improve that capacity, it raises the standard of these men in the eyes of the public with whom they have to deal, establishing on the part of our patrons and those solicited greater confidence and respect for the company in its efforts in business-getting and service to them."

A letter from Mr. R. H. Ballard, secretary and assistant general manager of the Southern California Edison Co., made four special points which the Committee deemed should be incorporated in this report:

1. "It does not seem necessary that the salesmen should take a course in mechanical or electrical engineering, but they need to know the general principles and technique of machinery and the application of electricity as a prime mover.

2. "The lighting salesman also requires to have more than a smattering of illuminating engineering knowledge. Proper illumination to-day must be done on scientific principles.

3. "I believe that the electrical salesman should be trained to the real value of the different kinds of business which may be obtained for his company, and should also be trained in the principles which cover rate-making and the methods of charging for service, so that he may understand the reasons

Complete your file of
Electrical Merchandise
and
Selling Electricity

We have a few back numbers and
bound volumes from 1907.

**THE RAE CO., 17 Madison Ave.,
New York**

WANTED

Copies of

Electrical Merchandise
and
Selling Electricity

February 1911 November 1911
June 1911 January 1912
February 1913

**THE RAE CO., 17 Madison Ave.,
New York**

behind the schedules of rates for different classes of service.

4. "An essential for salesmen in our industry is a thorough understanding as to the proper attitude and relation between the company and the public, and between himself and the company's customers."

A letter was also received from Mr. Clare N. Stannard, secretary of the Denver Gas & Electric Light Co., in which Mr. Stannard wrote:

"We are conducting a class regularly, studying the correspondence course being published by the National Commercial Gas Association. Some of our men are studying the Alexander Hamilton Course, with which you are no doubt familiar. Others in our service are greatly interested in the University Extension Course which is carried on under the auspices of the University of Colorado."

It is understood that some other of the larger central stations have instituted or are preparing to institute educational work on behalf of their employees.

Complying with the definite instructions from the Executive Committee of the Commercial Section, we present the following outline of a course, as one adapted to the needs of central stations for the education of their salesmen that they may properly meet the requirements of their position, and based on the assumption that such employees have received at least a common school education.

Salesmanship

Scope, Policy and Organization of Company

Fundamental Principles of Salesmanship
Psychology of Salesmanship
Contract Forms
Order Routine
Credit Information
Telephone Orders
File System for Contract Records
Selling Campaigns
Engineering Data
Study of Company's Advertisements
Public Relations.

Lighting Salesman

Principles of Illumination, Illuminants, Intensity, Glare and Distribution
Operation and Costs of Electric Illuminants, such as Arc, Incandescent and Vapor
Relative Cost of Other Forms of Illumination
Lighting of Residences, Theaters, Churches, Hotels, Factories, Garages, Street and Spectacular Lighting
House Wiring Campaigns
Rental Propositions
Deferred Payment Installations
Signs
Domestic Heating Appliances.

Power Salesman

Characteristics of Direct-current and Alternating-current Motors
Motor Applications
Cost of Motor Installation and Operation
Gas and Oil Engine Competition
Special Industries, such as Refrigeration, Storage Batteries and Rectifiers
Industrial Heating Appliances
Rural Business
Isolated Plants
Study of Steam-consuming Devices
Study the Cost of Installing, Maintaining, Operating, and Appraising of Isolated Plants.

Merchandising

Current-consuming Devices
Method of Introduction by Central Stations

Method of Introduction by Others, such as Department Stores, Hardware Stores, Drug Stores, Wiring Contractors, Dealers, etc.

Display Rooms, Including Office and Window Displays.

Rates

Application of Company's Rates
Meters and Metering, Including Measurement of Electrical Energy, Types of Watt-hour and Maximum-demand Meters, Installation Records, Accuracy Tests and Maintenances
Rate Adjustment
Commission Regulations
Franchises
Municipal Competition.

Wiring

Systems, such as Two- and Three-wire and Convertible
Approved Materials
Types of Construction
Underwriters' Rules
City Code
City and Company Inspections
Estimates for Lighting and Power Installations.

General

A Study of History and Development of Electricity
B Study of Generating and Distribution Systems
C Effective Speaking and Business Letter Writing.

We recommend that the most effective manner of giving these courses would be through a series of lectures by heads and subheads of the various activities of the company, the work to be in charge of some designated person; questions covering the examinations to be given to the enrolled employees prior to the lecture, they to take notes during the lecture for their examinations. It has been found desirable to have occasional lectures by authorities on the subject of salesmanship, and also on such subjects as courtesy, service, personal efficiency, health and similar matters. We further call your attention to the number of requests that this course be available through the correspondence method and we recommend that consideration be given to these requests.

Electric Touring

The New York Electric Vehicle Association has prepared and issued a route book in the interest of users of electric vehicles. The book indicates resorts and routes within the touring capacity of the electric, showing

on the map, distances, alternate routes and charging stations. The text of the booklet describes in detail the various routes. The longest runs are to Poughkeepsie on the north, New Haven to the east, and Trenton and Atlantic City to the south.

The book is distributed through manufacturers and agents of electricies and is sent free to users on request.

C. Hill has been appointed local manager at Cherryvale, Kansas, for the Kansas Gas and Electric Company, where he has succeeded C. A. Marbin.

Lloyd S. Purall has been appointed manager of the Leavenworth (Kan.) Light, Heat and Power Company.

The Three Hot Points

Mr. R. E. Brown, Manager of the Consumers Power Company, Mankato, Minn., contributes the accompanying photograph of an unusual effective window display which was devised during "Hotpoint-Week" in May.

Mr. Brown says, "We have entered this photograph in competition with others for a prize which the Hotpoint people have offered for the most attractive and original window during this one week's campaign, and I believe that other readers of *Electrical Merchandise* will be interested.

"We call your attention to the Saturday Evening Post with its double page in the end of this window and also the large square cardboard in the center, calling attention to the three hot points. The first of the three is illustrated by a large map of Mexico some two feet square which was in white and yellow and does not show up near as well in the photograph as it did in the window. On this map of Mexico the red circle embraces the territory including Tampico, Vera Cruz, and Mexico City—The Mexican hot points. The second of the hot points is also illustrated by another large cardboard picture some two feet square. The devil was done in black with the wings, prod, horns, tail and toes also done in fire red. The third of the hot points was the Electric Hotpoints which were contained in this window showing their El Glostovo in its different applications. One is a toaster, one for a coffee pot, one for a stew kettle, one for a frying pan and one for an oatmeal kettle.

"The back and bottom of the window was covered with white cheese cloth with the border as shown of ivy, which made a very attractive display and was very well spoken of by our local papers and was very attractive in every way."



The "Three Hot Points" display—Mexico, Satan and Electric Store.

(Continued from page 203)

such as ranges which need considerable exploitation before a ready market can be created for them; that we would continue to advertise that appliances shown could be purchased at the electric supply dealers as well as at our Electric Shop; and that we would continue to cooperate with them as we have done in the past, purchasing our stock through the local jobbers and dealers as far as practical. After giving careful consideration to the matter, the various electrical dealers concluded that the plan proposed by us was for the best interests of the entire industry in the city and have proffered their hearty cooperation.

The policy has worked well for all concerned, and it has proved a very good influence for the development of a greater market for household appliances in Salt Lake City. Our appliance sales are very satisfactory, and the selling staff is encouraged to work for concrete and immediate results. We are firmly convinced that this cooperative selling arrangement is the very best policy in central station appliance selling, and hope that our experience will be of interest to other companies.



The Vacuum Cleaner in the Charity Role

By F. P. SAFFORD

The Denver Gas and Electric Light Co.,
Denver, Colo.

A minister of this city, a very charitable man, was called upon by a poor man having only one arm, who asked for assistance. The minister knew that the man was worthy but he was not inclined to simply provide support, knowing that if he could put him in a way to earn his own living the man would feel much better satisfied and be more independent. The idea occurred to him that this man could operate a vacuum cleaner with his one arm quite successfully so he purchased one and started the man out, cleaning carpets and rugs from house to house. The man has found that he is able to make quite a comfortable living in this manner.

Cooperative Appliance Campaign in Toledo

On July 21, the Toledo Railways & Light Company inaugurated a very successful appliance sales campaign in conjunction with the General Electric Company's Heating Department. Demonstrations of electrical cooking, washing, ironing, sweeping, etc., were made in the Company's large and attractive display room, the cooking demonstrations being under the charge of Miss Siblee of the General Electric Co.

In addition to the work done in the display room, the New Business Department was divided into teams of two men, each supplied with a horse and wagon, who made a house-to-house canvass on electric toasters and flatirons. The first two to start sold 33 appliances in two hours. The next day four crews were started with the result that 168 appliances were sold. The third day the number sold totaled 202.

Intense enthusiasm in the New Business Department was assured by the fact that the man making the best showing in this campaign is slated for advancement both in position and salary. It is estimated that within ten working days this campaign will cover, there will be sold not less than 2,000 toasters and flatirons, in addition to the usual quantity of other appliances.

Electric Billboard Posters

Eight sheet billboard posters, for advertising electric irons and other heating devices, are being given away by the American Electrical Heater Company to central stations who are selling their line. The posters are in color, and show the application of the iron, toaster, percolator, disc stove and warming pad, in a most effective way. Here is one more kind of cooperation available to the central station that is eager to do its part.

Edison Association Convention

Announcement is made that the 1914 Convention of the Edison Illuminating Companies will be held at The Greenbrier Hotel, White Sulphur Springs, West Virginia, on September 14, 15, 16 and 17.

Arrangements have been made for 300 rooms, more than half of which will be available at The Greenbrier and the balance in the connecting White Hotel. A program of entertainment will be provided.

Display Stands for Heating Devices

It is, oftentimes, a hard matter to display electric heating devices to their best advantage. Show cases and wall cabinets are all too full and new ones frequently require the alteration of the entire display room.

Very recently the General Electric Company arranged to supply at actual cost a



display rack suitable for its many heating and cooking devices. The display rack is substantially made of metal, handsomely finished in imitation of cherry with gold bronze lettering. It occupies a compact space two feet by three feet and stands about six feet high. The shelves will amply accommodate a complete line of heating devices. This forms a very convenient method of displaying electric heating wares in an attractive manner and is a handsome addition to the show room equipment.

Electric "Hot Air Towels"

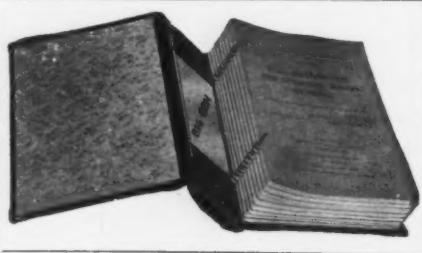
An interesting new application of electricity has been effected through the invention of a hand-drier for use in wash-rooms, hotels, stations and other places where towels have formerly been exposed to public use.

In the electrical device, a foot pedal is connected to a quick acting switch which operates a blower, forcing air over an electric heating element. This equipment is installed in a cabinet and the hands are thrust into an opening where they are held for a moment in the strong current of hot air. As the foot is removed from the pedal, the blower stops. Hands can be thoroughly dried in from 30 to 40 seconds, which is said to be less time than is required to use a towel. And the sanitary feature of the device is exceedingly appealing.

POSITIONS OR HELP WANTED

The rate for "Positions or Help Wanted" advertisements of forty words or less is one dollar an insertion; additional words, one cent each; payable in advance. Remittances and copy should reach this office not later than the 15th of each month for the next succeeding issue. Replies may be sent in care of Electrical Merchandise 17 Madison Avenue, New York City.

NEW-BUSINESS MANAGER with nine years' experience, Gas and Electric, Technical education, excellent health, diplomat, latest methods, desires position with combination company in city of fifty to one hundred thousand; successful record. Reply, M. K., care Electrical Merchandise, 17 Madison Ave., New York City.



Bind Your Copies of Electrical Merchandise with a BIG BEN BINDER

It's the best way to keep your sales suggestions handy for ready reference.

The simple, strong mechanism of the Big Ben makes it only an instant's job to insert and lock the issues so that they will not work loose or uneven. Opens flat to every page. Durable buckram binding.

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Last Year we Developed the Most Successful Appliance Sales Plan Ever Devised for Central Stations—

By this plan such progressive companies as Denver, Portland, Toledo, Philadelphia, Spokane—such powerful syndicates as Utah Power & Light Company, United Gas & Electric Corporation, Pacific Power & Light Company and Henry L. Doherty & Company—sold thousands of appliances which otherwise might not have been sold.

This Year we have a New and Even Better APPLIANCE AND HOUSE-WIRING SALES PLAN

By the new plan, not only will thousands of appliances be sold, but many hard-to-get house-wiring contracts will be secured by the companies which undertake our campaigns.

The new plan, like the old, is based upon the sale of **The Ohio-Simplicity Suction Sweeper** which we are prepared to prove is the sturdiest and best sweeper for central station service.

The new plan is as good for a small community as for a large city. It requires no heavy investment nor elaborate organization. It is a simple, clean-cut plan that can be adapted to individual local conditions—to your local conditions.

Let us explain the plan in detail—SOON. Only a limited number of campaigns can be undertaken this fall. *Address*

CENTRAL STATION DEPARTMENT

The Wise-Harrold Electric Company
New Philadelphia, Ohio



The OHIO- SIMPLICITY SUCTION SWEEPER

was designed for central station service. It is sturdy, efficient and fool-proof. Every **SIMPLICITY** in service means about \$2.50 per year to your company in off-peak current consumption. Every **SIMPLICITY** you sell means \$19.00 gross profit to your appliance department. And there is no comeback. We sold over 750 of these machines to The Denver Gas & Electric Light Company, and less than $\frac{1}{2}$ of 1% have required repair or replacement. You want to sell a sweeper that will stay in service without the weekly attendance of the trouble-shooter. The **OHIO-SIMPLICITY** is that kind of a machine. Ask our customers.

Now is the Time to Plan that Slogan Sign Campaign

You must not let this Fall go by without taking the Profit that awaits you in this Opportunity. In every past campaign the Slogan Sign itself has been a Big Success, and always, the local Sign Load has been doubled and redoubled.

Do not think it will entail too much effort and hard work for *YOU*. Valentine has staged many successful Slogan Sign celebrations and is ready to turn the trick again in your town.

Get in touch with Valentine *today*.

Make your plans now, and you will win these Big Profits in the Fall.

WRITE TODAY TO

Valentine Electric Sign Co.

Atlantic City, N. J.

